



**Texas
Commission
on the Arts**
Investing in a Creative Texas

Self-Evaluation Report

September 1, 2011

Dr. Gary Gibbs, Executive Director

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Texas Commission on the Arts Self-Evaluation Report

I. Agency Contact Information

A. Please fill in the following chart.

Texas Commission on the Arts (813) Exhibit 1: Agency Contacts				
	Name	Address	Telephone & Fax Numbers	E-mail Address
Agency Head	Gary Gibbs, Ph.D.	Post Office Box 13406 Austin TX 78711-3406	512/463-5535 512/475-2699	ggibbs@arts.state.tx.us
Agency's Sunset Liaison	same			

II. Key Functions and Performance

Provide the following information about the overall operations of your agency. More detailed information about individual programs will be requested in a later section.

A. Provide an overview of your agency's mission, objectives, and key functions.

Mission and Goals

The mission of the Texas Commission on the Arts (TCA) is to advance our state economically and culturally by investing in a creative Texas.

To accomplish this mission, TCA awards grants, promotes the arts and provides specialized services to the arts and cultural industries.

Main Functions

The Texas Commission on the Arts (TCA) invests grants in nonprofit organizations throughout the state. These grants serve as a financial catalyst to assist organizations and individuals in opening doors to additional resources. Research indicates each dollar of TCA funding results in significant economic activity. Constituents find success in TCA's statewide process gives them increased credibility as they approach private sector donors, foundations and corporations.

The Commission promotes the arts in order to attract tourists interested in experiencing Texas' arts and culture and build audiences for Texas-based arts organizations and events. TCA

conducts a variety of activities intended to increase visibility of the arts in Texas and provide constituents with new opportunities to better market their work to the public.

Additionally, TCA offers access to high quality, specialized services of benefit to constituents. TCA staff expertise includes community development, fundraising, marketing, facility management, grant writing, leadership training, and more. TCA's knowledgeable and professional staff is a valuable resource to constituents and to other state agencies.

TCA programs provide increased learning opportunities for our citizens. TCA also provides opportunities for participation in the arts at local, state, regional, and national levels. TCA is an active member in organizations such as Mid-America Arts Alliance (MAAA), Americans for the Arts (AFTA), and the National Assembly of State Arts Agencies (NASAA) that provide regional and national opportunities.

Commission assistance contributes to personal growth, enhanced quality of life, and the healthy economic climate of Texas, serving as a vehicle for leveraging public and private funds, stimulating jobs by developing markets for artists and arts organizations, providing learning opportunities for constituents to increase their professionalism, and promoting the state as a tourist destination. Commission assistance stimulates arts education and fosters cooperation among arts and cultural organizations and academic institutions.

B. Do your key functions continue to serve a clear and ongoing objective? Explain why each of these functions is still needed. What harm would come from no longer performing these functions?

The creative industries in Texas continue to experience growth. Recent economic studies by both the Texas Cultural Trust and the National Endowment for the Arts (NEA) determined that nonprofit arts organizations, along with the other creative industries, contribute a significant amount to the state's and nation's economy, providing employment opportunities for a large number of citizens and creating a climate that is attractive to business.

A recent NEA study also showed that future employment growth in the arts is expected. The economic impact of the arts, however, is not the only benefit to the state and the public good. Although communities with strong and vibrant arts organizations attract business and investment, they also attract a workforce that is capable of fulfilling 21st century job requirements that focus on innovation and creativity. The importance of arts education in preparing young Texans for college and career readiness is assuming an even greater significance.

It is imperative that Texas be prepared to compete in this new global economy that relies heavily on a creative workforce. Jonathan Spector, CEO of The Conference Board (a non-partisan, non-profit organization that represents around 2,000 of the world's largest companies, 70% in the U.S., and 80% of the Fortune 500) recently announced the results of a survey of 400 of the top U.S. employers titled *Ready to Innovate: Are Educators and Executives Aligned on the Creative Readiness of the U.S. Workforce?*:

1. CEOs reported that stimulating creativity, innovation, and entrepreneurship are among their top 10 concerns.
2. CEOs reported that new hires today need creativity and innovation, as well as the applied skills that accompany innovation – skills like critical thinking, communications, and problem-solving – and they need these more than the “three Rs” to succeed in the workplace.
3. School superintendents and employers rank arts study and experience in performing arts and entertainment as the top factors for instilling creativity into the workforce.

TCA’s focus on supporting the creative industries through grants and technical expertise to arts organizations continues to serve a very specific need. TCA is the **only** state agency that focuses directly on the nonprofit creative industries. A grant from TCA serves as a “seal of approval” and enables organizations to seek other philanthropic contributions from donors who can be assured the organization has undergone a thorough vetting process by an official state agency.

TCA continues to play a leading role in the support of Texas’ creative economy and college and career readiness through arts education. Without TCA, a leadership void would exist and the state of Texas would not qualify for federal arts funding through the NEA. Although the major arts institutions would probably survive – mid-sized, small, community-based, and ethnic-specific arts organizations would be in danger of collapse if there were no state arts agency. Rural communities without established arts organizations would experience a drastic loss of services without TCA.

C. What evidence can your agency provide to show your overall effectiveness and efficiency in meeting your objectives?

In October 2007, a new Executive Director, Dr. Gary Gibbs, and Chief Financial Officer, Mary Lopez, assumed leadership responsibilities of TCA. They joined a highly-competent and knowledgeable staff that is well-respected in the arts and culture field. With their hiring, all operations of the agency were scrutinized. The Executive Director made certain that all recommendations from the Sunset Commission (May 2006) had been fully instituted. Internal and external financial documents were re-aligned to correspond with the agency’s prescribed goals and method of finance. Gibbs has insisted that TCA be a productive state partner and has worked to establish positive relationships with the LBB and OOG and TCA’s tourism partners. Another priority established by Gibbs focused on customer service. The majority of TCA’s direct client base is from the nonprofit creative industry. Gibbs (who came from the creative sector into state government) is particularly sensitive to the needs of arts and culture organizations throughout the state. Having met with creative industry leaders throughout the state during TCA’s strategic planning process, he facilitated the effort for the Commission to replace the previous grants programs with one that is more user-friendly and responds to the needs of the creative industry in Texas, while supporting the priorities of state government as determined by the Governor.

As a result of these changes, TCA has consistently met its prescribed performance measures and lowered the agency's administrative costs to 18% of the budget during the current biennium (2010-11). TCA's constituents have expressed overwhelmingly their satisfaction with the recent changes to the grants categories and process. Arts organizations have also expressed gratitude that TCA is taking a leading role in providing much needed technical expertise to the field.

D. Does your agency's enabling law continue to correctly reflect your mission, objectives, and approach to performing your functions? Have you recommended changes to the Legislature in the past to improve your agency's operations? If so, explain. Were the changes adopted?

TCA's enabling legislation continues to correctly reflect the agency's mission, objectives, and functions.

Prior to the 81st Legislative Session, TCA requested its oversight committee (House Committee on Culture, Recreation, and Tourism) and the LBB to examine the effectiveness of the Texas Cultural Endowment Fund as a means of adequate funding for the agency. As a result, the LBB included the issue in its 2009 Government Effectiveness and Efficiency Report. The 81st Legislature passed HB 2242, resulting in the abolishment of the Texas Cultural Endowment Fund and the removal of all language associated with the Fund from TCA's enabling law.

TCA's enabling law contains language regarding the Texas Music Project (Sec. 444.032). This project was completed before the current administration arrived in 2007, and it is recommended that the language be deleted from the law.

E. Do any of your agency's functions overlap or duplicate those of another state or federal agency? Explain if, and why, each of your key functions is most appropriately placed within your agency. How do you ensure against duplication with other related agencies?

TCA is the **only** state agency that serves and supports the nonprofit creative industries of Texas. TCA is the official recipient of federal arts funding through the NEA.

TCA works in partnership with numerous other state agencies, including the Texas Music Office and the Texas Film Commission in the Office of the Governor. Though both these agencies also promote the creative industries, their focus is the for profit sector of the business.

TCA works in support of the Texas Education Agency (TEA) through its support of arts education. Though TCA is not responsible for arts education policy, TCA does inform the field about current trends and policy decisions by TEA related to arts education. TCA's main support of arts education is through grants to arts organizations and other nonprofit agencies.

TCA is one of five tourism partners charged with the promotion of tourism for the state. These five agencies - Office of the Governor, Economic Development and Tourism (EDT), Texas Department of Transportation (TxDOT), Texas Parks and Wildlife (TPWD), Texas Historical

Commission (THC) and the Texas Commission on the Arts - have entered into a Memorandum of Understanding (MOU) related to tourism development and promotion. Each year, these five agencies work together to develop the Texas Strategic Tourism Plan of Action under the supervision of the Office of the Governor, EDT. The plan clearly distinguishes the roles of the five entities to ensure there is no duplication of services, but rather a collaborative effort to promote tourism to and within Texas. TCA focuses its tourism efforts on cultural tourists, who according to research are the highest-spending type of tourist. (The 82nd Legislature eliminated TCA's funding and performance measures associated with cultural tourism for the FY 2012-13 biennium.)

F. In general, how do other states carry out similar functions?

All 50 states and 6 U.S. territories have state arts agencies. The NEA has required each state and territory to have a full-functioning agency that must develop a statewide arts plan based on input from constituents. The plan includes addressing issues such as peer panel review of grant applications, arts education issues, strategies for reaching the underserved, etc. The state arts agency must also match the NEA funding with agency funds.

Though specific programming may vary among state arts agencies, all provide grants to the creative industry organizations and offer professional development opportunities to artists and arts administrators.

G. What key obstacles impair your agency's ability to achieve its objectives?

The key obstacles facing TCA are funding and staff resources. The creative industries in Texas continue to grow, and the demand on the agency from constituents throughout the state has also increased. According to GuideStar, Texas is home to almost 6,000 nonprofit arts and culture organizations, and these figures do not include organizations with budgets under \$25,000. With more funding and additional staff, TCA could more easily achieve its objectives.

H. Discuss any changes that could impact your agency's key functions in the future (e.g., changes in federal law or outstanding court cases).

TCA is not aware of future developments that could impact the agency's key functions.

I. What are your agency's biggest opportunities for improvement in the future?

There are several programmatic areas that provide TCA with opportunities for future improvement. The designation and support of cultural districts throughout the state offer concrete evidence of the economic impact and quality of life issues associated with the creative industries. As TCA continues to work with cultural districts, the agency interfaces frequently with for-profit arts businesses. There is a great opportunity to improve services to the for-profit arts sector.

TCA’s role in urging grantees to provide high-quality arts education programming will assist in supporting college and career readiness. TCA will continue to utilize technology to provide professional development opportunities to the field through webinars.

J. In the following chart, provide information regarding your agency’s key performance measures included in your appropriations bill pattern, including outcome, input, efficiency, and explanatory measures.

Texas Commission on the Arts (813)			
Exhibit 2: Key Performance Measures Fiscal Year 2010			
Key Performance Measures	FY 2010 Target	FY 2010 Actual Performance	FY 2010 % of Annual Target
Percentage of Grant Dollars Provided to Minority Organizations	20%	14%	70.00%
Percentage of Grant Dollars to Rural Counties	20%	5%	25.00%
<i>Variance Explanation: While setting up the performance measures for the 2010-11 Biennium, the definition of “rural counties” was changed to parallel how the state defines “rural.” Previously, TCA defined “rural” as any location outside of major metropolitan areas. The current definition is “A county which, under the 1993 US Office of Management and Budget classification scheme for rural counties.” The current list includes 106 counties with populations of 50,000 or less.</i>			
Percentage of Grants Funded that are for Education	18%	27%	150.00%
Number of Funded Applications from Rural Counties	136	122	89.81%
Number of Funded Applications from Minority Organizations	310	269	86.77%
Average Grant Amount Awarded to Arts and Cultural Organizations	\$7,200	\$8,317	115.51%
Average Grant Amount Awarded for Arts Education	\$3,000	\$2,543	84.77%
Average Grant Amount Requested for Arts Education	\$9,500	\$14,048	147.87%
Number of Marketing and Public Relations Activities, Conferences, and Seminars to Promote Cultural Tourism	80	79	98.75%

III. History and Major Events

1965

HB 273 established a temporary agency known as the Texas Fine Arts Commission (TFAC) to foster the development of a receptive climate for the arts that will culturally enrich and benefit Texas citizens; make visits and vacations to the state more appealing to the world; and attract additional outstanding artists to become state residents.

1967

SB 21 establishes TFAC as a permanent agency.

1971

HB 1784 changed agency's name to the Texas Commission on Arts and Humanities (TCAH).

1973

TCAH joins Mid America Arts Alliance, a regional arts organization serving the states of Texas, Oklahoma, Arkansas, Missouri, Kansas, and Nebraska.

1979

HB 637 changed agency's name to Texas Commission on the Arts (TCA). TCA was given oversight of the Governor's Mansion and all of its contents.

1882

TCA underwent Sunset review and was recommended a renewal period of twelve years.

1989

TCA's oversight of the Governor's Mansion and all of its contents ended.

1991

Rider 6 of SB 1 placed an equity mandate on TCA's appropriation by requiring an equitable procedure for the distribution of grants to recipients who reflect the geographical, cultural, and ethnic diversity of the state's population.

1993

HB 2223 created the Texas Cultural Endowment Fund to provide a stable funding source for the arts in Texas, and the State of the Arts license plate as a way for TCA to generate additional revenue. SB 360 placed an obscenity clause in TCA's enabling legislation, prohibited the agency from funding, promoting or supporting projects, productions, workshops and/or programs which include obscene material as defined in Section 43.21, Penal Code of Texas.

1994

TCA underwent Sunset review and was recommended a renewal period of twelve years.

1997

SB 771 gave TCA an Entrepreneurial Business Systems Rider that allowed a product merchandising and licensing program.

1998

TCA opened a field office in Fort Worth.

1999

SB 1613 required the commission to provide financial and on-site technical assistance for the arts and to reserve \$3,000 for each rural county in the Rio Grande Valley for FY 2000, FY 2001, FY 2002, FY 2003, and FY 2004.

2002

HB 1745 charged TCA with oversight of a professional process for naming the Texas Poet Laureate, Musician and Visual Artists.

2003

TCA established a field office in the Rio Grande Valley. SB 275 created a memorandum of understanding among five state agencies to support and facilitate the growth of the state's tourism industry

2004

HB 2769 reduced the size of TCA's commission from 18 to 17 in an across-the-board mandate for all agencies. HB 2582 charged TCA with the development and implementation of a Texas music compact disc.

2006

TCA underwent Sunset review and was recommended a renewal period of twelve years.

2007

TCA closed the Ft. Worth field office. Sunset legislation in HB 2460 reauthorized the continuation of TCA for six years. HB 2208 authorized TCA to develop a process to designate cultural districts in cities across Texas.

2008

TCA closed the Rio Grande Valley field office.

2009

HB 2242 abolished the Texas Cultural Endowment Fund.

IV. Policymaking Structure

**Texas Commission on the Arts (813)
Exhibit 3: Policymaking Body**

Member Name	Term/ Appointment Dates/ Appointed by ___ (e.g., Governor, Lt. Governor, Speaker)	Qualification (e.g., public member, industry representative)	City
Patty A. Bryant, Chair	10/5/05-8/31/11	Public Member	Amarillo
Polly Sowell, Vice Chair	10/5/05-8/31/11	Public Member	Austin
Jeanne Parker, Treasurer	11/2/07-8/31/13	Public Member	Austin
Paul Kellam McCash, Secretary	11/2/07-8/31/13	Public Member	Texarkana
S. Shawn Stephens, Parliamentarian	12/28/09-8/31/15	Public Member	Houston
Dale W. Brock	3/15/10-8/31/13	Public Member	Fort Worth
Alphonse A. Dotson	11/2/07-8/31/13	Public Member	Voca
Linda Lowes Hatchel	12/28/09-8/31/15	Public Member	Woodway
Molly Hipp Hubbard	11/2/07-8/31/13	Public Member	Houston
Patty Hayes Huffines	12/28/09-8/31/15	Public Member	Austin
Liza B. Lewis	12/28/09-8/31/15	Public Member	San Antonio
Cobie Russell	4/16/04-8/31/15	Public Member	Dallas
Billye Proctor Shaw	10/5/05-8/31/11	Public Member	Abilene
David C. Garza	10/5/05-8/31/11	Public Member	Brownsville
Rita E. Baca	9/21/10-8/31/11	Public Member	El Paso
George R. "Bob" Snead	Resigned	Public Member	El Paso
Susan Howard-Chrane	Resigned	Public Member	Boerne

B. Describe the primary role and responsibilities of your policymaking body.

TCA's policymaking body (the Commission) carries out the purpose prescribed by law to the Texas Commission on the Arts. In addition, the Commission

- employs an executive director, who in turn hires the TCA staff
- develops and implements policies that clearly separate the policy-making responsibilities of the commission and the management responsibilities of the executive director and the staff of the commission
- adopts rules to govern itself, its officers, and its committees and prescribes the duties of its officers, consultants, and employees.

C. How is the chair selected?

The chair of TCA is appointed by and serves at the pleasure of the Governor.

D. List any special circumstances or unique features about your policymaking body or its responsibilities.

The Commission currently consists of 17 commissioners who serve 6-year terms and are all appointed by the Governor. Each commissioner is expected to have a background in the arts, either professionally or as a volunteer. Two of the Commissioners are required to come from communities with populations under 50,000.

E. In general, how often does your policymaking body meet? How many times did it meet in FY 2010? In FY 2011?

The Commission meets 4 times annually. FY 2010 – 4; FY 2011 – 4

F. What type of training do members of your agency's policymaking body receive?

TCA Commissioners are taken through an extensive orientation process at the beginning of their tenure. Each Commissioner is provided with a TCA Commissioner Handbook containing information they need to be effective in their role. The orientation covers the following topics:

- Agency Overview – goals, purpose, background, grant distribution process, impact of TCA's grants
- Commissioner Roles and Responsibilities – policy making, fiduciary duty, agency representative, meetings, committees, and support for development efforts
- Other Roles and Responsibilities – TCA staff, grantees, MOU partners, other state agencies
- Legislative Appropriation and agency budget, goals and measures
- State Rules & Policies – travel, Open Meetings Act, meeting conduct
- Entrepreneurial Ventures – *State of the Arts* license plate, Texas Music Project, etc.
- Strategic Partnerships – National Endowment for the Arts, National Assembly of State Arts Agencies, Texas Cultural Trust Council, Mid America Arts Alliance

TCA's legal counsel from the Attorney General's office assists in the presentation regarding legal and ethics requirements and ensures TCA Commissioners receive the required training on Open Meetings and Public Information mandated by Texas Government Code §551.005 and §552.012.

Should a Commissioner be appointed as a result of an unexpected vacancy, TCA's Executive Director provides a personal, individualized orientation that covers the same topics.

G. Does your agency have policies that describe the respective roles of the policymaking body and agency staff in running the agency? If so, describe these policies.

In September 2006, the Commission formally adopted a Separation of Duties document that outlines the specific responsibilities of Commissioners and agency staff. A summary of the document follows:

POWERS AND DUTIES RESERVED TO THE FULL COMMISSION

1. Proposing and adopting policy and rules.
2. Approving the Legislative Appropriations Request.
3. Approving the agency strategic plan.
4. Approving the biennial agency internal budget and significant changes thereto.
5. Advocacy with legislature for agency budget and programs.
6. Working with Executive Director and staff to develop the agency strategic plan and annual operations plan, and periodic updates and reviews.
7. Hiring, evaluating, terminating, and setting the salary of the Executive Director.
8. Formally accepting gifts and grants.
9. Appointing advisory committees and members thereto.
10. Excusing the absence of a Commissioner from a meeting.
11. Awarding all TCA grants.
12. Other duties assigned by law.

POWERS AND DUTIES DELEGATED TO THE CHAIRMAN

1. Calling meetings of the Commission.
2. Approving agendas for meetings (Note: Decisions of the Attorney General imply a right of any member of a commission to add items to an agenda prior to posting.).
3. Establishing committees and appointing membership of committees.
4. Serving as an *ex officio* member of all committees.
5. Signing on behalf of the Commission orders adopting rules following a vote of the Commission in open meeting.
6. Requesting opinions of the Attorney General on legal issues.
7. Notify the Governor and Attorney General if a potential ground for removal of a Commissioner exists.
8. Role of the committee chairs. The Chairman of the Commission shall appoint a chair of each committee who shall serve at the pleasure of the Chairman. Each committee chair should work with the director of the appropriate division of the Commission to develop the agenda for each committee meeting and monitor the progress on the applicable programs. The committee chair will report to the commission on the business of each committee meeting. Concerns about the performance of the staff and the operation of the programs should be handled through the Chairman, the Executive Director or the Deputy Director.

POWERS AND DUTIES DELEGATED TO THE EXECUTIVE DIRECTOR

1. Hiring, firing, assigning duties of, evaluating and establishing a career ladder for, and setting salaries of all other staff.
2. Executing the strategic plan.
3. Managing the agency operating budget, including making adjustments as allowed in the General Appropriations Act.
4. Ensuring compliance with state and federal laws and policies, including EEO, ADA, and other personnel and non-discrimination policies.
5. Enforcing the laws applicable to the commission, and the rules and policy of the Commission.
6. Assigning of staff and resources to specific duties.
7. Signing and monitoring all contracts for the agency.
8. Filing notices and rules with the Texas Register.
9. Requesting filing of lawsuits on behalf of the agency by the Attorney General subject to approval by the Commission.
10. Requesting opinions of the Attorney General on legal and open record questions.
11. Informing the Commission of matters that require their attention, as well as keeping them informed of the activities of the staff on a regular basis.
12. Filing required reports with the Legislature and Governor.
13. Inform the Chairman of the Commission if a potential ground for removal of a Commissioner exists, or inform the Vice-chair if a ground for removal of the Chairman exists.

H. What information is regularly presented to your policymaking body to keep them informed of your agency's performance?

Prior to the quarterly Commission meetings, Commissioners receive a boardbook with the agenda and all accompanying documents. The materials include information about budget and finance details, grant recommendations, any policy or rules changes, reports on agency activities, etc.

The Executive Director provides periodic updates to Commissioners between Commission meetings when appropriate. Commissioners also receive information through TCA newsletters and e-blasts.

I. How does your policymaking body obtain input from the public regarding issues under the jurisdiction of the agency? How is this input incorporated into the operations of your agency?

Every meeting of the Commission includes a public hearing segment where constituents and the general public are able to address the Commission. Issues that are sent to TCA via mail by those not able to attend meetings are read into the public record during the public hearing.

As mentioned in previous sections, TCA is required to conduct a comprehensive strategic planning process by both the NEA and as part of the Legislative appropriations process. TCA conducts online surveys, convenes issues and discipline-based task forces, and conducts public meetings throughout the state to gather public input. The results of these efforts are provided to Commissioners during the planning process. The staff makes recommendations for adoption by the Commission regarding changes to TCA’s programs, services, and operations from this input. Once approved by the Commission, the staff posts any changes to administrative rules for public input as required by the state.

In addition, TCA receives panel comments from the NEA’s State Partnership Panel in response to the agency’s plan. At the end of each TCA Peer Review Panel the staff convenes a policy discussion to gather input regarding TCA’s grants review process. Commissioners are encouraged and regularly attend TCA’s annual panel meetings.

The current Chair instituted a process for Commissioners to report at each meeting on the “state of the arts” in the communities in which they reside. This process encourages Commissioners to gain first-hand information from local constituents throughout the state.

J. If your policymaking body uses subcommittees or advisory committees to carry out its duties, fill in the following chart.

Texas Commission on the Arts (813) Exhibit 4: Subcommittees and Advisory Committees			
Name of Subcommittee or Advisory Committee	Size/Composition/How are members appointed?	Purpose/Duties	Legal Basis for Committee
Executive Committee	Chair, vice chair, secretary, treasurer, parliamentarian, two members at large Chair appointed by Governor; officers elected by Commission; members at large appointed by TCA Chair	Works with Executive Director in developing and implementing policies for the agency	Tx. Gov. Code 444.023 (a)
Finance Committee	At least 3 Commissioners and chaired by Treasurer Appointed by TCA Chair	Make recommendations regarding internal operating budget, as needed	Tx. Gov. Code 444.023 (a)
Grants and Services Committee	At least 3 Commissioners and chaired by Vice Chair Appointed by TCA Chair	Make recommendations regarding changes to grants process, criteria, etc., as needed	Tx. Gov. Code 444.023 (a)

Legislative Committee	All Commissioners Committee Chair appointed by TCA Chair	Makes recommendations regarding the strategies for informing the Legislature of TCA's accomplishments and needs	Tx. Gov. Code 444.023 (a)
Officer Nominating Committee	At least 3 Commissioners Committee Chair and members appointed by TCA Chair	Makes recommendations for officers	Tx. Gov. Code 444.023 (a)
Special Committees	Varies Appointed by TCA Chair	Addresses specific issues at the request of TCA chair	Tx. Gov. Code 444.023 (a)
Advisory Peer Review Panels (over 20)	Size varies according to grant category Experts from the arts and culture field; appointed by Commissioners	Review and evaluate TCA grant applications	Tx. Gov. Code 444.023 (b)

V. Funding

A. Provide a brief description of your agency's funding.

In the 2010-2011 Biennium, the agency was funded with General Revenue Dedicated – Commission on the Arts Operating Account No. 334 (Arts Operating Account), General Revenue, Federal Funds, Appropriated Receipts, and Interagency Contracts.

The Arts Operating Account was 63.85% of our total funding. The sources of revenue for the Arts Operating Account were license plate revenue, interest on the Texas Cultural Endowment Fund (endowment), and interest earned at the Treasury on the balance of this account. The endowment was abolished on December 1, 2009 and all proceeds either returned to the donor, or moved to the Treasury in compliance with HB 2242, which was passed during the 81st Legislative Session.

In the 2012-2013 Biennium the agency's funding changed. We no longer have the Interagency Contracts with the Texas Education Agency and Texas Department of Transportation. Also, General Revenue has become our largest method of finance. It accounts for 45.55% of our total funding. We are still funded by the Arts Operating Account, but it is now 23.14% of our total funding. We also continue to be funded by Federal Funds and Appropriated Receipts.

B. List all riders that significantly impact your agency's budget.

For the 2010-2011 Biennium the riders below significantly impacted our agency's budget:

- Rider 2 is the Interagency Agreement with the Texas Department of Transportation. This rider appropriated \$670,000 each year to our agency through an interagency contract with the Texas Department of Transportation to showcase the arts and cultural diversity in Texas to promote tourism.
- Rider 3 is the Interagency Agreement with the Texas Education Agency. This rider appropriated \$300,000 each year to our agency through an interagency contract with the Texas Education Agency to award grants for arts education.
- Rider 5 is the License Plate Rider. This rider appropriated the agency all license plate unexpended balances and all 2010 and 2011 receipts.
- Rider 7 is the Texas Cultural Endowment Fund rider. This rider appropriated the agency interest and earning from the Texas Cultural Endowment Fund.
- Contingency Rider (Article IX, Section 17.51) – HB2242/SB1900. This contingency rider appropriated the agency the proceeds from the abolishment of the Texas Cultural Endowment Fund minus those donations returned to the donors.

For the 2012-2013 Biennium, it is the lack of riders that is significant to our agency’s budget. The rider for the \$670,000 per year interagency contract with the Texas Department of Transportation had been part of our method of finance since the 75th Legislative Session (1998-1999 biennium). The interagency contract rider with the Texas Education Agency became part of our agency’s method of finance during the 76th Legislative Session (2000-2001 biennium).

The agency had also been appropriated money from the Texas Cultural Endowment Fund since the 1996-1997 Biennium.

The only remaining rider is the license plate appropriation, but this has also changed. In previous biennia, the agency was appropriated any unexpended balances. For 2012-2013, both through the Regular Session, Rider 3 and Special Session (Senate Bill 2, Sec. 24), the agency was only appropriated all license plate revenue received in 2012 and 2013 and not the unexpended balances.

C. Show your agency’s expenditures by strategy.

Texas Commission on the Arts (813) Exhibit 5: Expenditures by Strategy Fiscal Year 2010 (Actual)		
Goal/Strategy	Total Amount	Contract Expenditures Included in Total Amount

Goal A, Strategy A.1.1 Arts Organization Grants	\$4,994,558.88	
Goal A, Strategy A.1.2 Arts Education Grants	\$672,838.00	
Goal A, Strategy A.1.3 Direct Administration	\$651,245.81	\$59,760.00 - Altit
SUBTOTAL GOAL A: ARTS & CULTURAL GRANTS	\$6,318642.69	
Goal B, Strategy B.1.1 Cultural Tourism	\$551,800.00	
Goal B, Strategy B.1.2 Marketing & Fundraising	\$172,387.93	\$74,817.18 – Hahn, TX
Goal B, Strategy B.1.3 Direct Administration	\$77,566.23	
SUBTOTAL GOAL B: PROMOTION AND PARTICIPATION	\$801,754.16	
Goal C, Strategy C.1.1 Central Administration	\$346,566.23	
Goal C, Strategy C.1.2 Information Resources	\$122,190.00	
SUBTOTAL GOAL C: INDIRECT ADMINISTRATION	\$469,181.37	
GRAND TOTAL:	\$7,589,578.22	

D. Show your agency's objects of expense for each category of expense listed for your agency in the General Appropriations Act FY 2010-2011.

Texas Commission on the Arts (813)								
Exhibit 6: Objects of Expense by Program Function Fiscal Year 2010 (Actual)								
Objects-of-Expense	Arts Org. Grants	Arts Education Grants	Direct Admin Arts & Cultural Grants	Cultural Tourism Grants	Marketing & Fundraising	Direct Admin Marketing & Fundraising	Central Administration	Information Resources
1001- Salaries & Wages			512,667.36			69,701.40	291,149.37	97,954.68
1002 – Other Personnel Cost			15,771.10			1,440.00	3,800.00	1,440.00
2001 – Professional Fees			2,685.10		74,817.18		1,331.25	
2003 – Consumable Supplies			1,483.29			73.44	2,060.12	159.00
2004 – Utilities			113.89					5,353.90
2005 – Travel			16,809.10			2,510.85	25,919.57	
2006 – Rent Building			320.00				885.13	2,500
2007 – Rent Machines							13,459.25	

2009 – Other Operating			101,395.97		97,570.75	3,840.54	8,386.68	14,782.42
4000 - Grants	4,994,558.88	672,838.00		551,800.00				
Total	\$4,994,558.88	\$672,838.00	\$651,245.81	\$551,800.00	\$172,387.93	\$77,566.23	\$346,991.37	\$122,190.00

E. Show your agency’s sources of revenue. Include all local, state, and federal appropriations, all professional and operating fees, and all other sources of revenue collected by the agency, including taxes and fines.

Texas Commission on the Arts (813) Exhibit 7: Sources of Revenue Fiscal Year 2010 (Actual)	
Source	Amount
General Revenue Fund	\$1,003,831.71
GR Dedicated – Arts Operating Account No. 0334	\$6,651,255.05
Federal Funds	\$1,025,500.00
Federal Funds – American Recovery & Reinvestment Act	\$827,300.00
Appropriated Receipts	\$165,945.35
Interagency Contracts	\$980,000.00
TOTAL	\$10,653,832.11

F. If you receive funds from multiple federal programs, show the types of federal funding sources.

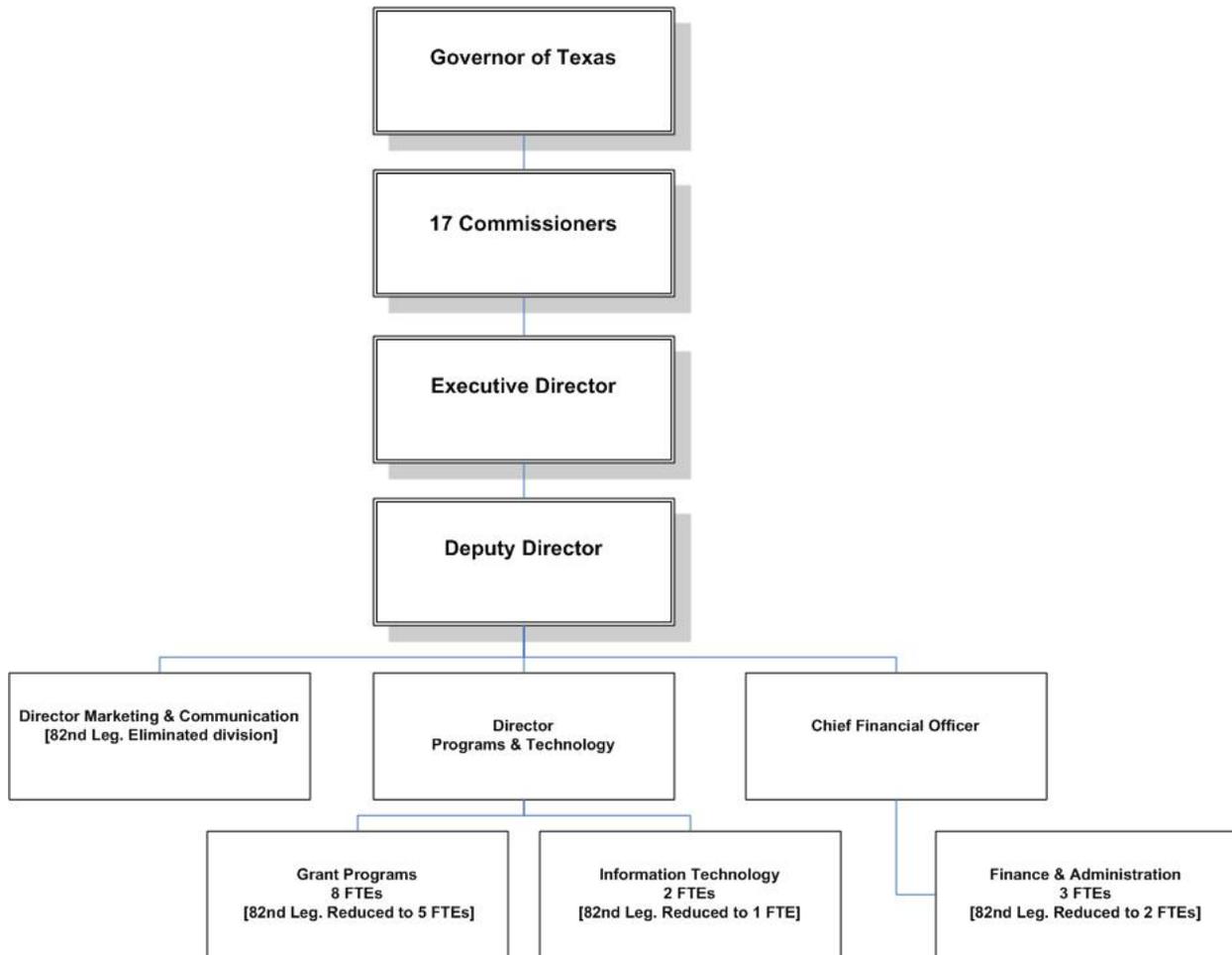
Texas Commission on the Arts (813) Exhibit 8: Federal Funds C Fiscal Year 2010 (Actual)				
Type of Fund	State/Federal Match Ratio	State Share	Federal Share	Total Funding
Promotion of the Arts <i>National Endowment for the Arts</i>	100%	N/A	\$1,025,500	\$1,025,500
American Recovery & Reinvestment Act - Promotion of the Arts <i>National Endowment for the Arts</i>	0%	N/A	\$427,300	\$427,300
American Recovery & Reinvestment Act - State Fiscal Stabilization Fund <i>U.S. Department of Education</i>	0%	N/A	\$400,000	\$400,000
TOTAL			\$1,852,800	\$1,852,800

G. If applicable, provide detailed information on fees collected by your agency.

Texas Commission on the Arts (813) Exhibit 9: Fee Revenue Fiscal Year 2010				
Fee Description/ Program/ Statutory Citation	Current Fee/ Statutory maximum	Number of persons or entities paying fee	Fee Revenue	Where Fee Revenue is Deposited (e.g., General Revenue Fund)
Personalized License Plates	\$22	N/A	\$376,750	GR Dedicated Account – Arts Operating Account No. 0334

VI. Organization

A. Provide an organizational chart that includes major programs and divisions, and shows the number of FTEs in each program or division.



B. If applicable, fill in the chart below listing field or regional offices.

Texas Commission on the Arts (813) Exhibit 10: FTEs by Location C Fiscal Year 2010			
Headquarters, Region, or Field Office	Location	Number of Budgeted FTEs, FY 2010	Number of Actual FTEs as of August 31, 2010
Headquarters	Austin, TX	18	16.75
TOTAL		18	16.75

C. What are your agency's FTE caps for fiscal years 2010-2013?

Texas Commission on the Arts (813) FTE Cap by Fiscal Year	
Fiscal Year	FTE Cap
2010	18
2011	18
2012	12
2013	12

D. How many temporary or contract employees did your agency have as of August 31, 2010?

None.

E. List each of your agency's key programs or functions, along with expenditures and FTEs by program.

Texas Commission on the Arts (813) Exhibit 11: List of Program FTEs and Expenditures C Fiscal Year 2010		
Program	FTEs as of August 31, 2010	Actual Expenditures
Art Organization Grants	0	\$4,994,558.88
Arts Education Grants	0	\$672,838.00
Direct Administration – Arts and Cultural Grants	10	\$651,245.81
Cultural Tourism Grants	0	\$551,800.00
Marketing and Fundraising	0	\$172,387.93
Direct Administration – Marketing and Fundraising	1	\$77,566.23
Central Administration	4	\$346,991.37
Information Technology Resources	1.75	\$122,190.00
TOTAL	16.75	\$7,589,578.22

VII. Guide to Agency Programs

Complete this section for **each** agency program (or each agency function, activity, or service if more appropriate). Copy and paste the questions as many times as needed to discuss each program, activity, or function. Contact Sunset staff with any questions about applying this section to your agency.

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Arts and Cultural Grants
Location/Division	TCA Headquarters Austin, TX
Contact Name	Gary Gibbs
Actual Expenditures, FY 2010	\$6,870,442.68
Number of FTEs as of August 31, 2010	10

B. What is the objective of this program or function? Describe the major activities performed under this program.

This program represents the majority of the work performed by TCA. By providing matching grants to arts organizations TCA fulfills its mission to advance our state economically and culturally by investing in a creative Texas. Grants awarded include support of arts organizations, arts education, and cultural tourism. Each of these areas is supported by a variety of grant programs as detailed below:

Arts Organization Grants

Arts Create – a program to provide operating support to organizations, resulting in employment and arts programming (for arts organizations whose mission is arts education)

Arts Respond Public Safety and Criminal Justice – a program to provide support for projects that use arts to prevent juvenile delinquency and recidivism in youth and adults. Designed for projects that focus on at-risk youth or incarcerated populations (after school program, juvenile detention center, adult prison, alternative learning center).

Arts Respond Health and Human Services - a program to provide support for projects that use art to improve human health or functioning. Designed for projects that focus on health related topics, serve specific populations, or occur in a health care or human service setting (hospital, clinic, senior activity center, women’s shelter, homeless shelter, etc).

Arts Respond Natural Resources and Agriculture - a program to provide support for projects that use art to understand and/or improve the ecological and agricultural environment. Designed for projects that occur in rural counties (festivals, fairs, exhibitions, performances) or focus on

natural resources (oil, water, green art, ecological issues).

Arts Respond Performance Support - a program to provide support for professional artist fees to schools, libraries, and nonprofit organizations for hiring an artist from the [TCA Touring Roster](#) to do a performance. These applications are funded based on a percentage of contracted fees.

Commission Initiatives and Designated Funding – a program for designated dollars received from an external funder for specified purposes. From time to time, the Commission may designate funds for agency initiatives.

Texas Recovery Grants – an ARRA funded program to support jobs at arts organizations.

Arts Education Grants

Arts Create – a program to provide operating support to organizations, resulting in employment and arts programming (for arts organizations whose mission is arts education)

Arts Respond Education - a program to provide support for projects that use arts to promote innovations in K-12 education. Designed for projects that impact K-12 students in a school setting or during the school day in conjunction with school officials. Must be TEKS aligned (public schools).

Arts Respond Performance Support - a program to provide support for professional artist fees to schools, libraries, and nonprofit organizations for hiring an artist from the [TCA Touring Roster](#) to do a performance. These applications are funded based on a percentage of contracted fees. (for performances and activities targeting K-12 audiences)

Young Masters – a program to award grants to talented young artists (grades 8 – 12) to further their studies in their chosen field. This grant is not a college scholarship.

Commission Initiatives and Designated Funding – a program for designated dollars received from an external funder for specified purposes. From time to time, the Commission may designate funds for agency initiatives. (for performances and activities targeting K-12 audiences)

Poetry Out Loud – an NEA funded program for high schools focused on poetry recitation

Cultural Tourism Grants

Arts Create – a program to provide operating support to organizations, resulting in employment and arts programming (for arts organizations whose activities attract cultural tourists)

Arts Respond Economic Development - a program to provide support for Projects that use art to diversify local economies, generate revenue, and attract visitors and investment. Designed for projects that focus on job growth or cultural tourism (festivals, gallery walks, art fairs, etc).

Arts Respond Performance Support - a program to provide support for professional artist fees to schools, libraries, and nonprofit organizations for hiring an artist from the [TCA Touring Roster](#)

to do a performance. These applications are funded based on a percentage of contracted fees. (for performances and activities that attract cultural tourists)

Commission Initiatives and Designated Funding – a program for designated dollars received from an external funder for specified purposes. From time to time, the Commission may designate funds for agency initiatives. (for performances and activities that attract cultural tourists)

Direct Administration for Grants

TCA staff dedicated to assisting and advising grant applicants, managing grants process and awards, monitoring grants contract compliance, and providing technical expertise to the field.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

Applications Received – 1,283
Grants Awarded – 1,011

KEY MEASURES

Number of Funded Applications from Minority Organizations
Percentage of Grant Dollars Provided to Minority Organizations
Number of Funded Applications from Rural Counties
Percentage of Grant Dollars Provided to Rural Counties
Average Grant Amount Awarded for Arts Education
Average Grant Amount Requested for Arts Education
Average Grant Amount Awarded for Arts and Cultural Organizations

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

TCA has long provided grants to nonprofit arts organizations. Over the years, the various grant categories have changed to reflect current needs. In 2007, the Commission redesigned the grants program to be more user-friendly and reduce the number of grant categories. The new grant programs better reflect the priorities of state government as determined by the Governor in the instructions for Strategic Planning.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or

entities affected.

TCA’s Arts and Cultural grants program impacts arts organizations, schools, libraries, and other nonprofit organizations (churches, chambers of commerce, etc.) throughout the state. The applicants must be registered to do business in Texas, be in compliance with their 501 (c) 3 designation and utilize the arts for the betterment of their community. As a result, the arts services provided by the grantees impacts thousands of Texans covering all demographics of the state.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

TCA’s staff structure includes program administrators and assistants who are responsible for providing assistance to potential applicants. Applications are submitted through TCA’s online grants management system. The applications are then reviewed and evaluated by a citizen’s review committee. The agency’s governing body is ultimately responsible for the final approval and awarding of these grants.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Arts Organizations Grants - \$4,994,558.88
GR Dedicated Fund #334 - \$3,077,070.88
Interagency Contracts - \$500,000.00
Federal Funds - \$1,412,500.00
Appropriated Receipts - \$4,988.00

Arts Education Grants - \$672,838.00
GR Dedicated Fund #334 - \$199,438.00
Interagency Contracts - \$300,000.00
Federal Funds - \$40,300.00
Appropriated Receipts - \$133,100.00

Cultural Tourism Grants - \$551,800.00
GR Dedicated Fund #334 - \$1,800.00
Interagency Contracts - \$150,000.00
Federal Funds - \$400,000.00

Direct Administration for Grants - \$651,245.81
General Revenue - \$392,315.78

GR Dedicated Fund #334 - \$248,430.03
Interagency Contracts - \$10,000.00
Appropriated Receipts - \$500.00

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

Family and corporate foundations throughout the state and nation provide grants for arts and cultural organizations. TCA's catalytic funding of programs make TCA's constituents eligible for additional funds from those entities. Each foundation has different criteria based on the founder's or board's wishes. The National Endowment for the Arts also provides funding for unique arts and cultural projects. Those funds are generally initiative-based and available only to a limited number of constituents.

In some cities throughout Texas, local government supports the arts through designated local arts agencies. The programs of these entities complement those provided by TCA but are available only to organizations within their defined geographical area.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

No one entity funds a program entirely. The state resources combined with the private resources are what make the program function.

The agency has an interagency contract in collaboration with the Texas Department of Transportation to provide grants for the promotion of tourism that is a part of this program and the Texas Education Agency to provide grants for arts education. (Both of these interagency contracts were eliminated by the 82nd Legislature).

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

In some cities and counties throughout Texas, local government supports the arts through designated local arts agencies. The programs of these entities complements those provided by TCA, but are available only to organizations within their geographical area. TCA is the official recipient of federal arts funding through the NEA and complies with all federal regulations in order to qualify for the funds.

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;

- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

\$59,760.00 – Altuit

This one contract provides the agency with programming and maintenance services for the online grants system. TCA’s Director of Programs oversees the contract to insure that the online system is user-friendly and accessible.

TCA is very pleased with the performance of the vendor.

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information. The chart headings may be changed if needed to better reflect your agency’s practices.

N/A

(Agency Name)
(Regulatory Program Name)
**Exhibit 12: Information on Complaints Against Regulated Persons or Entities
Fiscal Years 2009 and 2010**

	FY 2009	FY 2010
Total number of regulated persons		
Total number of regulated entities		
Total number of entities inspected		
Total number of complaints received from the public		
Total number of complaints initiated by agency		
Number of complaints pending from prior years		
Number of complaints found to be non-jurisdictional		
Number of jurisdictional complaints found to be without merit		
Number of complaints resolved		
Average number of days for complaint resolution		
Complaints resulting in disciplinary action:		
administrative penalty		
reprimand		
probation		
suspension		
revocation		
other		

VII. Guide to Agency Programs - Continued

Complete this section for **each** agency program (or each agency function, activity, or service if more appropriate). Copy and paste the questions as many times as needed to discuss each program, activity, or function. Contact Sunset staff with any questions about applying this section to your agency.

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Promotion and Participation
Location/Division	TCA Headquarters Austin, TX
Contact Name	Gary Gibbs
Actual Expenditures, FY 2010	\$249,954.16
Number of FTEs as of August 31, 2010	1

B. What is the objective of this program or function? Describe the major activities performed under this program.

The objective of this program is to promote Texas as a tourism destination. TCA's primary role is to provide grants for the product development and marketing of cultural attractions. TCA staff participates in a significant number of meetings, workshops, and seminars to promote the agency's tourism offerings. TCA also maintains a cultural tourism blog to highlight opportunities within the State.

TCA also has an initiative called Texas Originals to help preserve Texas' unique arts and crafts heritage and was designed to achieve three primary goals:

- Promote original work by Texas' craft artists
- Provide a method for buying/selling original Texas artwork and crafts
- Preserve traditional methods for creating hand-crafted work to ensure those methods are passed on to future generations

Another aspect of this program relates to advertising and the promotion of sales of TCA's specialty license plate. The proceeds from specialty license plates sales benefit the various grant programs of TCA.

Within this program, TCA facilitates the State Artists nomination and election process, as required by statute.

TCA's designation of Cultural Districts throughout the state is also part of this program. Currently, TCA has designated 16 Cultural Districts in the state, ranging from large metropolitan communities to small rural towns.

TCA does a limited amount of fundraising from non-government sources. In FY2010, TCA received designated grants from Target, Texas Music Project, and Texas Women for the Arts.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The evidence of effectiveness is proven through the collective efforts of the tourism MOU partners under the direction of the Governor's Office of Economic Development and Tourism who determines the ROI for state dollars expended on tourism.

TCA's *State of the Arts* Specialty license plate continues to be the top-selling specialty plate in the state.

The designation of State Artists by the legislature continues to be greatly valued by the recipients, and several of the artists have utilized the honor to provide free services to Texas communities.

Since TCA implemented the Cultural District designation program, numerous communities have contacted staff with interest about the program. Designated Cultural Districts use TCA's recognition as a means of marketing and promotion.

TCA's fundraising efforts have remained consistent during these difficult economic times, indicating that donors are pleased with TCA's results.

KEY MEASURES

Number of Marketing and Public Relations Activities, Conferences, and Seminars to Promote Cultural Tourism

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

TCA is one of the five agencies charged with the promotion of tourism by the Texas State Legislature. In FY2010 TCA received \$670,000 from the MOU with TxDOT.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

TCA's efforts in promoting cultural tourism have an economic impact on arts organizations, the hospitality industry, and related businesses frequented by travelers.

The following communities who have received designation as Cultural Districts from TCA are using the arts as economic development resources:

- Abilene
- Austin
- Dallas
- Denison
- Ft. Worth
- Houston Museum District
- Houston Theater District
- Huntsville
- Lubbock
- McAllen
- San Angelo
- Winnsboro

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

The Director of Marketing and Communications is responsible for marketing and promotion, as well as communications for the agency. This person is responsible for tourism related activities, promotion of specialty license plate, and State Artists designation. (This position was eliminated by the 82nd Legislature).

The Deputy Director with the assistance of grants staff assistants manages the Cultural District designation program.

The Executive Director is responsible for fundraising efforts.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Marketing and Fundraising

General Revenue - \$171,887.93

Appropriated Receipts - \$500.00

Direct Administration for Marketing and Fundraising

General Revenue - \$57,104.33

GR Dedicated Fund #334 - \$461.90

Interagency Contract - \$20,000.00

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

Each state designated Tourism MOU partner administers a tourism support program for either marketing or product development.

Although other nonprofits and state agencies have specialty license plates, TCA is solely responsible for promoting its own specialty plate.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable,

briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

The five designated Tourism MOU partners develop a singular plan for the state that delineates each agency's responsibility in consideration of their respective duties and authority. TCA has a separate interagency contract with the Texas Department of Transportation to support grants and initiatives for the promotion of tourism.

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

TCA works with local Convention and Visitors Bureaus (CVBs) and statewide tourism associations to achieve the objectives of this program.

K. If contracted expenditures are made through this program please provide:

- **the amount of those expenditures in fiscal year 2010;**
- **the number of contracts accounting for those expenditures;**
- **a short summary of the general purpose of those contracts overall;**
- **the methods used to ensure accountability for funding and performance; and**
- **a short description of any current contracting problems.**

\$74,817.18 – Hahn, TX (in FY2010, the firm was known as Tate Austin)

This one contract provided marketing and public relations services for the agency. TCA's Director of Marketing and Communications oversees the contract to insure the quality of the work performed meets professional expectations.

TCA is very pleased with the performance of the vendor.

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program

or function.

This entire Promotion and Participation strategy was eliminated by the 82nd Legislature, but TCA will continue to fulfill legislatively mandated duties related to this strategy to the best of its ability.

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information. The chart headings may be changed if needed to better reflect your agency’s practices.

N/A

(Agency Name) (Regulatory Program Name) Exhibit 12: Information on Complaints Against Regulated Persons or Entities Fiscal Years 2009 and 2010		
	FY 2009	FY 2010
Total number of regulated persons		
Total number of regulated entities		
Total number of entities inspected		
Total number of complaints received from the public		
Total number of complaints initiated by agency		
Number of complaints pending from prior years		
Number of complaints found to be non-jurisdictional		
Number of jurisdictional complaints found to be without merit		
Number of complaints resolved		
Average number of days for complaint resolution		
Complaints resulting in disciplinary action:		
administrative penalty		
reprimand		

probation		
suspension		
revocation		
other		

VII. Guide to Agency Programs - Continued

Complete this section for **each** agency program (or each agency function, activity, or service if more appropriate). Copy and paste the questions as many times as needed to discuss each program, activity, or function. Contact Sunset staff with any questions about applying this section to your agency.

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Indirect Administration
Location/Division	TCA Headquarters Austin, TX
Contact Name	Gary Gibbs
Actual Expenditures, FY 2010	\$469,181.37
Number of FTEs as of August 31, 2010	5.75

B. What is the objective of this program or function? Describe the major activities performed under this program.

This program provides professional administration, finance, human resources, and information resources technology for the efficient management of the agency.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The Indirect Administration area monitors its effectiveness through the agency's success in meeting its performance goals, annual customer service surveys and input, and regular participation in surveys and required reporting

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

A change in executive leadership at TCA in 2007 resulted in a restructuring of the agency. The changes involved lowering administrative costs, making the agency more customer-focused, and assuring that the agency operated efficiently.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

By nature these functions umbrella the entire agency and affect all internal divisions and programs. In addition, the statewide planning functions of TCA reach out to the general public, building relationships and developing partnerships between local, regional and statewide constituents.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

Administrative Positions

- Executive Director
- Executive Assistant to Executive Director

Finance Positions

- CFO
- Accountant

Information Resources Technology

- Systems Administrator
- Webmaster (this position was eliminated by the 82nd Legislature)

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

General Revenue - \$382,523.67

GR Dedicated Fund #334 - \$86,657.70

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

All state agencies have similar indirect administration functions. TCA is unique in that it is able to provide data on the non-profit arts and cultural sector as well as offer specialized technical assistance by staff on a wide variety of topics and questions.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

This is not applicable to the indirect administration function. Indirect administration typically serves all TCA program areas in securing funding, and particularly in securing federal funds. There is no overlap with the other program areas in providing such administrative support.

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

The executive director and key TCA staff maintain a close relationship with the National Endowment for the Arts, the National Endowment for the Humanities and the National Assembly of State Arts Agencies. The executive director represents the interests of the state when consulting with federal agencies regarding issues of importance for Texas.

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

N/A

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
 - the scope of, and procedures for, inspections or audits of regulated entities;
 - follow-up activities conducted when non-compliance is identified;
 - sanctions available to the agency to ensure compliance; and
 - procedures for handling consumer/public complaints against regulated entities.

N/A

- O. For each regulatory program, if applicable, provide the following complaint information. The chart headings may be changed if needed to better reflect your agency's practices.**

N/A

(Agency Name) (Regulatory Program Name) Exhibit 12: Information on Complaints Against Regulated Persons or Entities Fiscal Years 2009 and 2010		
	FY 2009	FY 2010
Total number of regulated persons		
Total number of regulated entities		
Total number of entities inspected		
Total number of complaints received from the public		
Total number of complaints initiated by agency		
Number of complaints pending from prior years		
Number of complaints found to be non-jurisdictional		
Number of jurisdictional complaints found to be without merit		
Number of complaints resolved		
Average number of days for complaint resolution		
Complaints resulting in disciplinary action:		
administrative penalty		
reprimand		
probation		
suspension		
revocation		
other		

VIII. Statutory Authority and Recent Legislation

A. Fill in the following chart, listing citations for all state and federal statutes that grant authority to or otherwise significantly impact your agency. Do not include general state statutes that apply to all agencies, such as the Public Information Act, the Open Meetings Act, or the Administrative Procedure Act. Provide information on Attorney General opinions from FY 2007 – 2011, or earlier significant Attorney General opinions, that affect your agency's operations.

Texas Commission on the Arts (813) Exhibit 13: Statutes/Attorney General Opinions	
Statutes	
Citation/Title	Authority/Impact on Agency (e.g., A provides authority to license and regulate nursing home administrators@)
Tx. Gov. Code 444.023 (a)	TCA Enabling Legislation.
Title 29 Part 505 Code of Federal Regulations	Labor standards for projects supported by the NEA and NEH
HB 2223 – 73rd Legislative Session	Creates the Texas Cultural Endowment Fund and authorizes Texas <i>State of the Arts</i> license plate.
SB 360 – 73rd Legislative Session	Places an obscenity clause in TCA's enabling legislation, prohibiting the agency from funding, promoting or supporting projects, productions, workshops and/or programs which include obscene material as defined in Section 43.21, Penal Code of Texas.
SB 1613 – 76th Legislative Session	Requires agency to provide funds for populations of 50,000 or less during FY 2000 – FY 2004.
Tx. Gov. Code 3104	Designation of State Artists.
HB 2208 – 79th Legislative Session	Authorizes the agency to create a cultural and fine arts district program.
HB 2242 – 81st Legislative Session	Dissolves and abolishes the Texas Cultural Endowment Fund
Attorney General Opinions	
Attorney General Opinion No.	Impact on Agency
N/A	

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B. Provide a summary of recent legislation regarding your agency by filling in the chart below or attaching information already available in an agency-developed format. Briefly summarize the key provisions. For bills that did not pass, briefly explain the key provisions and issues that resulted in failure of the bill to pass (e.g., opposition to a new fee, or high cost of implementation).

Texas Commission on the Arts (813) Exhibit 14: 82nd Legislative Session Chart		
Legislation Enacted – 82nd Legislative Session		
Bill Number	Author	Summary of Key Provisions
N/A		
Legislation Not Passed – 82nd Legislative Session		
Bill Number	Author	Summary of Key Provisions/Reason the Bill Did Not Pass
N/A		

IX. Policy Issues

The purpose of this section is to briefly describe any potential issues raised by your agency, the Legislature, or stakeholders that Sunset could help address through changes in statute to improve your agency’s operations and service delivery. This section is intended to give the Sunset Commission a basic understanding of the issues so staff can collect more information during our detailed research on your agency. Some questions to ask in preparing this section may include: (1) How can your agency do a better job in meeting the needs of customers or in achieving agency goals? (2) What barriers exist that limit your agency’s ability to get the job done?

Emphasis should be given to issues appropriate for resolution through changes in state law. Issues related to funding or actions by other governmental entities (federal, local, quasi-governmental, etc.) may be included, but the Sunset Commission has no authority in the appropriations process or with other units of government. If these types of issues are included, the focus should be on solutions which can be enacted in state law. This section contains three components:

Brief Description of Issue.

Background. Include enough information to give context for the issue. Information helpful in building context includes:

- What specific problems or concerns are involved in this issue?

- Who does this issue affect?
- What is the agency’s role related to the issue?
- Any previous legislative action related to the issue?

Possible Solutions and Impact. Provide potential recommendations to solve the problem. Feel free to add a more detailed discussion of each proposed solution, including:

- How will the proposed solution fix the problem or issue?
- How will the proposed change impact any entities or interest groups?
- How will your agency’s performance be impacted by the proposed change?
- What are the benefits of the recommended change?
- What are the possible drawbacks of the recommended change?
- What is the fiscal impact of the proposed change?

Complete this section for each policy issue. Copy and paste boxes A through C as many times as needed to discuss each issue.

A. Brief Description of Issue

TCA requests that the Sunset Commission review the agency’s current oversight structure.

B. Discussion

Currently, TCA has 17 Commissioners who are appointed by the Governor for six-year staggered terms. Two of the Commissioners must reside in communities with populations under 50,000.

In FY 2013 – 14, TCA will have 12 FTEs and an annual budget of \$3.7 million. The 82nd Legislature reduced TCA’s travel budget significantly. As travel costs continue to increase, the large number of Commissioners may cause a financial burden to the agency. Although the oversight and contributions from a wide array of Commissioners from throughout the state is valuable to the agency, the fact that the agency has more Commissioners than staff presents both logistical and financial issues. The current structure seems disproportionate to that of other state agencies and other state arts agencies throughout the country.

C. Possible Solutions and Impact

By reducing the number of Commissioners, TCA could more easily and effectively manage the agency’s oversight body. Expenses related to Commissioners could be reduced, and the Commissioners would, perhaps, feel a stronger sense of oversight and responsibility. The

negative aspect of reducing the number of Commissioners would be the loss of such a wide variety of perspectives from throughout the state.

A. Brief Description of Issue

TCA requests that the Sunset Commission review the agency's Cultural District designation program.

B. Discussion

During the 79th Legislative Session, HB 2208 was passed authorizing TCA to designate Cultural Districts throughout the state, as appropriate. However, there was no additional funding associated with the passage of the bill. With the hiring of a new Executive Director in 2007, TCA implemented the Cultural District designation program which had remained dormant since the passage of HB 2208.

The program has been embraced by communities throughout the state and has great potential in the areas of economic development, cultural tourism, and quality of life issues. Texas was among the first of several states to implement a Cultural District program. Many states have since adopted or are in the planning stages for creating similar programs.

Unlike Texas, several states have included financial resources that may be accessed by Cultural Districts.

C. Possible Solutions and Impact

In Fall 2010, Texas Perspectives, Inc. (TXP) released a study on the Cultural Districts of Texas. They compared the program to similar ones in other states and took into consideration Texas' unique geography and culture. The report included several recommendations the Cultural Districts could utilize to better implement and achieve the goals for the respective Cultural Districts, benefitting the local community and the state.

TXP's recommendation regarding specific state and local tax revenue funding mechanisms to support Cultural Districts would require legislative action. Without this assistance, it will be difficult for Texas to compete with other states for attracting artists and creative sector businesses. A revenue sharing option that is performance based is a tax increment financing (TIF) zone that incorporates the cultural district. This funding mechanism uses future gains in property values (and resulting property tax revenues) to finance current improvements.

A. Brief Description of Issue

TCA requests that the Sunset Commission review the agency's services to the for-profit arts businesses in the state.

B. Discussion

TCA deals primarily with the nonprofit creative industries; however, the agency receives numerous calls annually from for-profit arts businesses (art galleries, music schools, dance schools, recording studios, etc.) which tend to be small, privately owned operations seeking advice, funding, or other issues requiring legislative action. These for-profit arts businesses are a significant portion of the state's creative industries sector, but TCA has little to offer these businesses.

As TCA continues to designate cultural districts, the agency anticipates an increased and consistent interaction with the for-profit arts businesses.

C. Possible Solutions and Impact

If the Sunset Commission and the Legislature deemed that this is an area in which TCA should be more involved, it would require a separate strategy in TCA's current structure. An additional staff person with expertise in for profit business with an arts background would be essential in serving this unique constituency. TCA could develop programs that would focus on this sector (small business loans, co-op marketing, start-up advisement, etc.) If there are other state government entities that currently provide services to small businesses, perhaps TCA could enter into a MOU with them to provide the arts and culture expertise required for these businesses.

Were this new strategy to be added to TCA's programs, additional staff and funding would be important.

X. Other Contacts

A. Fill in the following chart with updated information on people with an interest in your agency, and be sure to include the most recent e-mail address.

Texas Commission on the Arts (813)			
Exhibit 15: Contacts			
INTEREST GROUPS			
(groups affected by agency actions or that represent others served by or affected by agency actions)			
Group or Association Name/ Contact Person	Address	Telephone	E-mail Address
Abilene Cultural Affairs Council Lynn Barnett	1101 N. 1st St. Abilene, TX 79601	325-677-1161	acac@abilene.com
Abilene Philharmonic Association Leanne Baldwin	402 Cypress Street, Suite 130 Abilene, TX 79601	325-677-6710	lbaldwin@abilenephilharmonic.org
African American Arts Technical Resource Center Lisa Byrd	1009 east 11th Streetsuite 100 Austin, TX 78702	512-236-0644	lisa.byrd@a-trc.org
Allen Philharmonic Symphony Kathleen Litinas	102 S. Allen Drive Allen, TX 75013	972-359-0656	office@allenphilharmonic.org
Alley Theatre Dean Gladden	615 Texas Avenue Houston, TX 77002	713-315-3396	deang@alleytheatre.org
Allied Theatre Group (formerly Stage West) Dana Schultes	821 W. Vickery Blvd Fort Worth, TX 76104	817-338-1777	dana@stagewest.org
Amarillo Little Theatre Allen Shankles	2019 Civic Circle Amarillo, TX 79109	806-355-9991	allen@amarillolittletheatre.org
Amarillo Museum of Art Kay Kennedy	2200 South Van Buren Amarillo, TX 79109	806-371-5062	klkennedy@actx.edu
Amarillo Opera David O'Dell	2223 S Van Buren Amarillo, TX 79109	806-372-7464	david.odell@amarilloopera.org
Amarillo Symphony Susan White	1000 S. Polk St. Amarillo, TX 79101	806-376-8782	Sue@amarillosymphony.org
Amarillo Youth Choirs Katrina Perales	203 West 8th, Ste. 303 Amarillo, TX 79101	806-372-1100	KatrinaP@amayouthchoirs.org
American Festival for the Arts Michael Remson	1718A Lubbock Street Houston, TX 77007	713-522-9699	michael@afatexas.org
Amon Carter Museum Lori Eklund	3501 Camp Bowie Blvd. Fort Worth, TX 76107	817-989-5074	lori eklund @cartermuseum.org
Amphibian Stage Productions Rebecca Allard	1300 Gendy Street Fort Worth, TX 76107	817-923-3012	rebecca.allard@amphibianprod uctions.org
Angelo Civic Theatre Liz Starnes	1936 Sherwood Way San Angelo, TX 76901	325-949-4400	angelocivictheatre@gmail.com
Anthropos Arts Dylan Jones	3823-A Airport Blvd Austin, TX 78722	512-468-4369	dylan@anthropos.org
Applause Theatrical School & Theatre Company Crystyl Swanson	6608 FM 1960 West, Suite E Houston, TX 77069	281-440-4111	applause1960@sbcglobal.net
Ars Lyrica Houston Kinga Ferguson	4807 San Felipe, Suite 202 Houston, TX 77056	281-636-4951	kferguson@arslyricahouston.org
Art Center of Corpus Christi Bob Baker	100 Shoreline Boulevard Corpus Christi, TX 78401	361-884-6406	director@artcentercc.org
Art League of Houston Vanessa Perez Wodehouse	1953 Montrose Boulevard Houston, TX 77006	713-523-9530	vanessa@artleaguehouston.org
Art Museum of Southeast Texas Lynn P. Castle	500 Main Street Beaumont, TX 77701	409-832-3432	lcastle@amset.org

Art Museum of South Texas (formerly STIA) Joseph Schenk	1902 N. Shoreline Corpus Christi, TX 78401	361-825-3205	joe.schenk@tamucc.edu
Artes de la Rosa (dba) Jorge Varela	1440 N. Main St. Fort Worth, TX 76106	817-624-8333	jorge@rosemarinetheater.com
Arthouse at the Jones Center Sue Graze	700 Congress Avenue Austin, TX 78701	512-453-5312	sgraze@arthousetexas.org
Artpace San Antonio Mary Heathcott	445 North Main Avenue San Antonio, TX 78205-1441	210-212-4900	mheathcott@artpace.org
Arts Alliance Center at Clear Lake Debra Kendrick	2000 NASA Parkway Nassau Bay, TX 77058	281-335-7777	DKendrick@taacl.org
Arts Assembly of Midland Daniel Holeva	401 West Texas Avenue Midland, TX 79701	432-687-1149	danny@artsassemblyofmidland.org
Arts Council of Brazos Valley Chris Dyer	2275 Dartmouth Street College Station, TX 77840	979-696-2787	chris@acbv.org
Arts Council of Fort Worth and Tarrant County Jody Ulich	1300 Gendy Street Fort Worth, TX 76107	817-298-3035	jody@artscouncilfw.org
Arts Fifth Avenue (dba) Deb Wood	1628 5th Avenue Fort Worth, TX 76104	817-923-9500	deb@artsfifthavenue.org
Arts San Antonio John Toohey	400222 East Houston S San Antonio, TX 78205	210-226-2891	john@artssa.org
ARTSNET (dba) Bobbie McFarland	2819 R. D. Hurt Parkway Bedford, TX 76021	817-283-3406	bmcfarland@artscouncilnortheast.org
Aurora Picture Show Delicia Harvey	1524 Sul Ross Houston, TX 77006	713-868-2101	Harvey@aurorapictureshow.org
Austin Chamber Music Center Michelle Schumann	3814 Medical Parkway Austin, TX 78756	512-451-6325	michelle@austinchambermusic.org
Austin Circle of Theaters (DBA Greater Austin Creative Alliance) Marcy Hoen	701 Tillery Street, Suite A-8 Austin, TX 78702	512-247-2531	marcy@austincreativealliance.org
Austin Classical Guitar Society Matthew Hinsley	5900 Balcones, Suite 250 Austin, TX 78731	512-300-2247	matt@austinclassicalguitar.org
Austin Community Steelband Paula Beaird	1005 E. 10th Street Austin, TX 78702	512-266-7995	pan@austincommunitysteelband.org
Austin Film Festival Barbara Morgan	1801 Salina Street Austin, TX 78702-1247	512-478-6205	barb@austinfilmfestival.com
Austin Film Society Rebecca Campbell	1901 E. 51st Street Austin, TX 78723	512-322-0145	rebecca@austinfilm.org
Austin Jazz Workshop Michael Melinger	26 Reese Drive Austin, TX 78745	512-899-2262	ausjazz@gmail.com
Austin Lyric Opera Margaret Perry	901 Barton Springs Road Austin, TX 78704	512-472-5927	mperry@austinlyricopera.org
Austin Museum of Art Jack Nokes	823 Congress Ave., Suite 100 Austin, TX 78701	512-970-9046	jnokes@amoa.org
Austin Music Foundation Colin Kendrick (acting)	601 N. Lamar Blvd., Ste. 305 Austin, TX 78703	512-350-3456	info@austinmusicfoundation.org
Austin Shakespeare Festival Alex Alford	701 Tillery St. #9 Austin, TX 78702	512-470-4505	alex@austinshakespeare.org
Austin Symphony Orchestra Society Diana Eblen	1101 Red River St. Austin, TX 78701	512-476-6064	deblen@austinsymphony.org
Austin Theatre Alliance Lietza Brass	713 Congress Ave. 719 Congress Ave. Austin, TX 78701	512-692-0520	lbrass@austintheatre.org
Austin Visual Arts Association Kelli Montgomery	3707 Home Lane Austin, TX 78705	512-922-3104	kelli@avaaonline.org
Badgerdog Literary Publishing Giuseppe Taurino	3710 Cedar Street, Suite 286 Austin, TX 78705	512-538-1305	giuseppe.taurino@badgerdog.org
Ballet Austin	501 W. 3rd St.	512-476-9151	cookie.ruiz@balletaustin.org

Cookie Ruiz	Austin, TX 78701		
Ballet Concerto Margo Dean	3803 Camp Bowie Blvd Fort Worth, TX 76107	817-738-7915	webster_dean@att.net
Ballet East Dance Theatre Rodolfo Mendez	3111 Garwood Street Austin, TX 78702	512-385-2838	mendestein@hotmail.com
Ballet San Antonio Courtney Barker	903 Proton Rd San Antonio, TX 78258	210-404-9641	courtney.barker@balletsanantonio.org
Ballet Tyler Mary Wright	4703 D C Drive, Suite 105 Tyler, TX 75701-0405	903-593-0214	mary.wright@christonomy.com
Ballroom Marfa Fairfax Dorn	108 East San Antonio Marfa, TX 79843	432-729-3600	fairfax@ballroommarfa.org
Bath House Cultural Center/City of Dallas Marty Van Kleeck	521 E Lawther Dallas, TX 75218	214-670-8722	marty.vankleeck@dallascityhall.com
Bayou City Performing Arts Beau Heyen	2990 Richmond Avenue Suite 350 Houston, TX 77098	713-302-6529	beau.heyen@bcpahouston.org
Big Thought Giselle Antoni	2501 Oak Lawn Avenue Suite 550 LB42 Dallas, TX 75219	469-916-9807	gantoni@bigthought.org
Blue Lapis Light Sally Jacques	6701 Thomas Springs Rd Ste. A Austin, TX 78736	512-736-9700	sallyj@bluelapislight.org
Brauntex Performing Arts Theatre Association Ginger Kleypas	290 West San Antonio Street New Braunfels, TX 78130	830-627-0808	executivedirector@brauntex.org
Brazos Valley Symphony Society Mary Koeningner	909 Southwest Parkway East, Suite 200 College Station, TX 77840	979-696-6100	executive@bvso.org
Brazosport College/Clarion PAC Vorin Dornan	500 College Drive Lake Jackson, TX 77566	979-230-3313	vorin.dornan@brazosport.edu
Brenham Children's Chorus Rosellyn McIver	1301 S. Market Street Brenham, TX 77833	979-277-3897	rosellyn@brenhamchildrenschorus.org
Brownsville Museum of Fine Art Marcela Ronquillo	660 East Ringgold Street Brownsville, TX 78520	956-542-0941	dmronquillo@hotmail.com
Brownsville Society for the Performing Arts Rosie Coronado	City of Brownsville Historic Downtown Heritage Dep Brownsville, TX 78520	956-453-3907	rosiecoronado@yahoo.com
Carson County Square House Museum Viola Moore	500 Elsie Panhandle, TX 79068	806-537-3524	director@squarehousemuseum.org
Carver Development Board Yonnie Blanchette	226 North Hackberry Street San Antonio, TX 78202	210-216-3931	yonnie@thecarver.org
Casa Manana Victor Mashburn	3101 West Lancaster Avenue Fort Worth, TX 761073042	817-321-5013	victor.mashburn@casamanana.org
Cathedral Concert Series Lee Gwozdz	505 North Upper Broadway Corpus Christi, TX 78401	361-215-2780	lee.gwozdz@cccathedral.com
Center for Contemporary Arts Darla Harmon	220 Cypress Street Abilene, TX 79601	325-677-8389	darla@center-arts.com
Center for Women & Their Work Chris Cowden	1710 Lavaca St. Austin, TX 78701	512-477-1064	cowden@womenandtheirwork.org
Centro Cultural Aztlan Malena Gonzalez-Cid	1800 Fredericksburg Rd., #103 San Antonio, TX 78201	210-432-1896	ccaztlan@swbell.net
Chamber Music International Maggie Bauer	P. O. Box 140092 Dallas, TX 75214	972-385-7267	maggiebauer@hotmail.com
Children's Chorus of Greater Dallas Terence Harley	400 N St Paul Street, Suite 510 Dallas, TX 75201	214-965-0491	terry@thechildrenschorus.org
Children's Fine Arts Series Kathleen Miller	3201 West Ave. San Antonio, TX 78213	210-340-4060	kcuny@msn.com
Chinati Foundation/La Fundacion Chinati Thomas Kellein	1 Cavalry Row Marfa, TX 79843	432-729-4362	tkellein@chinati.org
Chorus Abilene Gwynn Haseltine	1174 N. 1st Abilene, TX 79601	325-673-7464	info@chorusabilene.net

Cine Las Americas Eugenio Del Bosque	81 San Marcos Street Austin, TX 78702	512-535-0765	eugenio@cinelasamericas.org
Circle Theatre Rose Pearson	230 West Fourth Street Fort Worth, TX 76102	817-877-3848	plays@circletheatre.com
City of Austin/Redevelopment Services Megan Crigger	301 West 2nd Street, Suite 2030 Austin, TX 78701	512-974-9315	megan.crigger@ci.austin.tx.us
City of Dallas/Office of Cultural Affairs Maria Munoz-Blanco	1925 Elm Street STE 400 Dallas, TX 75201	214-670-4076	maria.munozblanco@dallascityhall.com
City of El Paso/Museums & Cultural Affairs Dept Sean McGlynn	Two Civic Center Plaza; 10th Floor El Paso, TX 79901	915-541-4997	mcglynnsp@elpaso
City of McKinney/McKinney Performing Arts Center David Taylor	111 N. Tennessee St. McKinney, TX 75069	972-547-2651	dtaylor@mckinneytexas.org
City of San Antonio/Office of Cultural Affairs Felix Padron	203 S St Mary's #360 San Antonio, TX 78205	210-207-6962	felix.padron@sanantonio.gov
City of San Marcos Parks and Recreation Lisa Morris	630 E. Hopkins San Marcos, TX 78666	512-393-8409	lmorris@sanmarcostx.gov
Civic Lubbock Vicki Key	1501 Mac Davis Lane Lubbock, TX 79401	806-775-2267	VKey@mylubbock.us
Collaborating Artists Media Project Rebecca Rodriguez	3627 Word Street Dallas, TX 75204	469-438-1010	rrodriguez@thecamproject.org
Conspirare Ann Hume Wilson	1033 La Posada Drive, Suite 130 Austin, TX 78752	512-476-5775	ahwilson@conspirare.org
Contemporary Arts Museum Houston Bill Arning	5216 Montrose Boulevard Houston, TX 77006	713-284-8265	barning@camh.org
Contemporary Dance/Fort Worth Kerry Kreiman	3901 S. Hulen St. Fort Worth, TX 76109	817-922-0944	cdfw@cdfw.org
Corpus Christi Symphony Orchestra Robert Reed	555 N. Carancahua, Ste. 410 Corpus Christi, TX 78401-0818	361-882-2717	rreed@ccsymphony.org
Creative Arts Austin (dba) Andrew Long	2110 Willow Street Austin, TX 78702	512-450-1045	andrew@creativeartsaustin.net
Creative Arts Center of Dallas Diana Pollak	2365 Laughlin Drive Dallas, TX 75228	214-320-1275	dpollak@creativeartscenter.org
Cross Timbers Youth Orchestra (dba) Pam Wendland	201 S. Allen Drive Allen, TX 75013	214-232-4545	pam@ctyo.org
Cultural Activities Center Terri Matthew	3011 North Third Street Temple, TX 76501	254-773-9926	director@cacARTS.org
Cypress Creek FACE Nanci Decker	6823 Cypresswood Dr. Spring, TX 77379	713-562-5883	nancidecker@earthlink.net
Da Camera of Houston Sarah Rothenberg	1427 Branard St. Houston, TX 77006	713-524-7601	srothenberg@dacamera.com
Dallas Bach Society James Richman	P.O. Box 140201 Dallas, TX 75214-0201	214-320-8700	dallasbachsociety@sbcglobal.net
Dallas Chamber Music Society P Jay Peterson	2711 Gaston Avenue Dallas, TX 75226	972-322-4326	ed@dallaschambermusic.org
Dallas Children's Theater Robyn Flatt	5938 Skillman Street Dallas, TX 75231	214-978-0110	robyn.flatt@dct.org
Dallas Contemporary Peter Doroshenko	161 Glass Street Dallas, TX 75207	214-821-2522	peter.doroshenko@dallascontemporary.org
Dallas Museum of Art Olivier Meslay	1717 N. Harwood Street Dallas, TX 75201	214-922-1357	OMeslay@DallasMuseumofArt.org
Dallas Opera Keith Cerny	2403 Flora Street, Suite 500 Dallas, TX 75201	214-443-1057	keith.cerny@dallasopera.org
Dallas Symphony Community Outreach Jamie Allen	2301 Flora St. Dallas, TX 75201	214-871-4070	j.allen@dalsym.com
Dallas Theater Center Kevin Moriarty	2400 Flora Street Dallas, TX 75201	214-252-3928	kevin.moriarty@dallastheatercenter.org
Dallas Wind Symphony	1465 First Avenue	214-565-9463	kjc@dws.org

Kim Campbell	Dallas,TX 75210		
Dance Council Pam Deslorieux	3630 Harry Hines Blvd. Dallas,TX 75219	214-219-2290	director@thedancecouncil.org
Dance Houston Andrea Cody	406 W. Clay Houston,TX 77019	713-526-1049	andreacody@dancehouston.org
Dance of Asian America Janie Yao	10782-A Bellaire Blvd. Houston,TX 77072	832-630-5048	janie@danceaa.org
Dance Umbrella Phyllis Slattery	3710 Cedar Street, Suite 286 Austin,TX 78705	512-450-0456	phyllis@danceumbrella.com
Del Rio Council for the Arts Nancy O'Brien	120 E. Garfield Del Rio,TX 78840	830-775-0888	nobrien@delrioarts.com
Denison Arts Council Mary Karam	313 W. Woodard Denison,TX 75020	903-821-4455	marykaram@sbcglobal.net
Denton Community Theatre Mike Barrow	214 W. Hickory St. Denton,TX 76201	940-382-7014	mike.barrow@campustheatre.com
Denton Festival Foundation Carol Short	525 Fort Worth Drive Suite 212 Denton,TX 76201	940-383-4418	csjazz@charter.net
DiverseWorks Sixto Wagan	1117 East Freeway Houston,TX 77002	713-223-8346	sixto@diverseworks.org
Dominic Walsh Dance Theater Leigh McBurnett	2311 Dunlavy St., Suite 210 Houston,TX 77006-1899	713-652-3938	lmcburnett@dwtdt.org
East Texas Symphony Orchestra Nancy Wrenn	107 E. Erwin Tyler,TX 75702	903-526-3876	nancy@etso.org
El Comite Cultural del Pueblo Lupita De La Paz	302 Cantu St Del Rio,TX 78840	830-774-8742	lacasa@stx.rr.com
El Paso Kids-n-Co Stella Gutierrez	1301 Texas Ave. El Paso,TX 79901	915-274-8797	stellagutierrez1@aol.com
El Paso Museum of Art/City of El Paso Michael A. Tomor, Ph.D.	One Arts Festival Plaza El Paso,TX 79901	915-532-1707	tomormx@elpasotexas.gov
El Paso Opera David Grabarkewitz	310 N Mesa Street #601 El Paso,TX 79901	915-581-5534	gdavanelos@epopera.org
El Paso Symphony Orchestra Ruth Ellen Jacobson	#1 Civic Center Plaza El Paso,TX 79901	915-532-3776	rjacobson@epsos.org
Ellen Noel Art Museum of the Permian Basin Les Reker	4909 E. University Blvd. Odessa,TX 79762	432-559-6456	les@noelartmuseum.org
Emilyann Theatre Ann Rolling	1101 FM 2325 Wimberley,TX 78676	512-847-6969	ann@emilyann.org
Ensemble Theatre Janette Cosley	3535 Main St. Houston,TX 77002-9529	713-807-4304	jcosley@ensemblehouston.com
Esperanza Peace and Justice Center Graciela I. Sanchez	922 San Pedro Ave San Antonio,TX 78212	210-228-0201	graciela@esperanzacenter.org
Express Children's Theatre Patricia Silver	446 Northwest Mall Houston,TX 77092	713-682-5044	patsilver@aol.com
Fine Arts Chamber Players Gae Hatton	3630 Harry Hines Blvd., Ste. 302 Dallas,TX 75219-3201	214-520-2219	ed@fineartschamberplayers.org
Flower Mound Performing Arts Theatre Scott Kirkham	830 Parker Square Flower Mound,TX 75028	972-724-2147	FMPATheatre@aol.com
Forklift Danceworks (dba) Allison Orr	604 Academy Drive Austin,TX 78704	512-447-6405	allison@forkliftdanceworks.org
Fort Worth Classic Guitar Society Sandra Eddy	611 S. Main St., Ste 431 Grapevine,TX 76051	817-281-7342	seddy@guitarsociety.org
Fort Worth Community Arts Center Mary Montalvo	1300 Gendy Street Fort Worth,TX 76107	817-298-3032	mary@artscouncilfw.org
Fort Worth Opera Darren Woods	1300 Gendy St. Fort Worth,TX 76107	817-731-0833	dkwoods@fwopera.org
Fort Worth Symphony Orchestra Amy Adkins	330 E. Fourth Street, Suite 200 Fort Worth,TX 76102	817-665-6500	aadkins@fwsymphony.org
FotoFest Wendy Watriss	1113 Vine Street Houston,TX 77002	713-223-5522	ww@fotofest.org
Foundation for Modern Music Raul Edwards	1915 Commonwealth, Suite 204 Houston,TX 77006	713-254-5690	office@modernmusic.org

Galveston Arts Center Alexandra Irvine	2127 Strand Galveston, TX 77550	409-763-2403	alex@galvestonartscenter.org
Garland Symphony Orchestra Deborah Hawkins	1919 S. Shiloh Rd. Suite 101 Garland, TX 75042	972-926-0611	gm@garlandssymphony.org
Gemini Ink (dba) Rosemary Catacalos	513 South Presa San Antonio, TX 78205	210-734-9673	ed@geminiink.org
George West Storyfest Association Mary Margaret Campbell	400 N Nueces George West, TX 78022	361-449-9912	marymargaret@georgeweststoryfest.org
Georgetown Palace Theatre Mary Ellen Butler	810 S. Austin Ave Georgetown, TX 78626	512-966-0218	georgetownpalace@verizon.net
Gilbert & Sullivan Society/Austin Roberta Long	1507 Wilshire Blvd Austin, TX 78722	512-795-0808	robertal@austin.rr.com
Glassell School of Art/MFAH Joseph Havel	5101 Montrose Boulevard Houston, TX 77006	713-639-7875	jhavel@mfa.org
Glasstire Rainey Knudson	5755 Knox Houston, TX 77091	713-850-0939	rainey@glasstire.com
Globe of the Great Southwest Kathryn Graybill	2308 Shakespeare Road Odessa, TX 79761	432-580-3177	kathryn@globesw.org
Grace Museum Francine Carraro, Ph.D.	102 Cypress Street Abilene, TX 79601	325-673-4587	director@thegracemuseum.org
Grand 1894 Opera House Maureen Patton	2020 Postoffice Street Galveston, TX 77550	409-770-5051	mpatton@thegrand.com
Grand Prairie Arts Council Libby Clawson	116 E. Main Street Grand Prairie, TX 75050	214-364-0156	gpac@artsgp.com
Great Promise for American Indians Lois Jebo Duncan	3710 Cedar #123 Austin, TX 78705	512-371-0628	ljebo@grandecom.net
Greater Dallas Youth Orchestras Charles Moore	3630 Harry Hines Blvd Dallas, TX 75219	214-528-7747	chuck@gdyo.org
Greater Denton Arts Council Margaret Chalfant	400 East Hickory Denton, TX 76201	940-382-2787	mchalfant@dentonarts.com
Guadalupe Cultural Arts Center Patty Ortiz	1300 Guadalupe Street San Antonio, TX 78207	210-271-3151	patty@guadalupeculturalarts.org
Gulf Coast: A Journal of Literature and Fine Art Ian Stansel	4800 Calhoun Road Houston, TX 77004-2610	713-743-3223	gulfcoastme@gmail.com
Harmony School of Creative Arts Barbara Bend	1503 Mormon Mill Road Marble Falls, TX 78654	830-693-1791	barbara@harmonyarts.org
Hill Country Arts Foundation David Cockerell	120 Point Theater Road South Ingram, TX 78025	830-367-5121	davide@hcaf.com
Hip Pocket Theatre Diane Simons	1950 Silver Creek Fort Worth, TX 76108	817-246-9775	MDMolemo@hippocket.org
Hope Stone Jane Weiner	1210 West Clay, Suite 26 Houston, TX 77019	832-693-3168	jane@hopestoneinc.org
Houston Arts Alliance Jonathon Glus	3201 Allen Parkway #250 Houston, TX 77019	713-527-9330	jonathon@haatx.com
Houston Ballet Foundation Cecil C. Conner	601 Preston Houston, TX 77002	713-535-3241	ccconner@houstonballet.org
Houston Center for Contemporary Craft Julie Farr	4848 Main Street Houston, TX 77002	713-529-4848	jfarr@craftshouston.org
Houston Center for Photography Bevin Bering Dubrowski	1441 W. Alabama Houston, TX 77006	713-529-4755	bevin@hcponline.org
Houston Chamber Choir Becky Tobin	1117 Texas Avenue Houston, TX 77002	713-224-5566	becky.tobin@houstonchamberchoir.org
Houston Early Music Nancy Ellis	4131 North Blvd. Park Houston, TX 77098	281-686-4760	info@houstonearlymusic.org
Houston Friends of Music Kerryn Barrera	6100 Main Street Houston, TX 77005	713-461-9929	friends@rice.edu
Houston Grand Opera Association Sandra Bernhard	510 Preston Houston, TX 77002-1504	713-546-0237	sbernhard@houstongrandopera.org

Houston International Dance Coalition Nancy Henderek	909 Kipling Houston, TX 77006	281-531-7298	nhenderek@aol.com
Houston Masterworks Chorus Charles Stanton	4119 Montrose Blvd., Suite 260 Houston, TX 77006	713-529-8900	houstonmasterworks@yahoo.com
Houston Metropolitan Dance Company Marlana Walsh-Doyle	1202 Calumet Houston, TX 77004	713-849-2766	houstonmet@aol.com
Houston Symphony Mark Hanson	615 Louisiana Street, Suite 102 Houston, TX 77002	713-337-8522	mark.hanson@houston Symphony.org
Hyde Park Theatre Ken Webster	511 W. 43rd Street Austin, TX 78751	512-479-7530	hydeparktheatre@gmail.com
Imagination Celebration Fort Worth Ginger Head	1300 Gendy Street Fort Worth, TX 76107	817-870-1141	imagine@icfw.org
Imagine Art Debbie Kizer	2830 Real Street Austin, TX 78722	512-554-2406	debbie@imagineart.net
India Fine Arts Rajesh Kini	9917 Spicewood Mesa Austin, TX 78759	512-918-1351	indiafinearts@hotmail.com
Inprint Rich Levy	1520 West Main Houston, TX 77006	713-521-2026	rich@inprintheouston.org
International Accordion Festival Gwen Rivera	7242 Dwarf Palm San Antonio, TX 78218	210-852-0109	grivera@lakeflato.com
International Museum of Art and Science Joseph Bravo	1900 Nolana Ave McAllen, TX 78504	956-682-0123	jbravo@imasonline.org
Isis Foundation, Inc. Nancy Bartlett	508 Harwood Road, Suite J Bedford, TX 76021	817-366-0835	delw427@aol.com
Island ETC Kim Mytelka	2317 Mechanic Street Galveston, TX 77550	409-771-0165	kimdmy@aol.com
James Dick Foundation James Dick	248 Jaster Road Round Top, TX 78954	979-249-3129	jamesd@festivalhill.org
Jubilee Theatre (dba) Benjamin Espino	506 Main Street Fort Worth, TX 76102	817-338-4204	benjamin.espino@jubileetheatre.org
Judd Foundation Barbara Hunt McLanahan	104 South Highland Avenue Marfa, TX 79843	212-219-2747	bmclanahan@juddfoundation.org
Jump-Start Performance Co. Steve Bailey	108 Blue Star San Antonio, TX 78204	210-227-5867	steve@jump-start.org
Junior Players Kirsten James	4054 McKinney Ave. Suite 104 Dallas, TX 75204	214-526-4076	kbjames@juniorplayers.org
Katy Visual & Performing Arts Center Gregory Magyar	2501 South Mason Road #290 Katy, TX 77450	281-829-2787	gmagyar@kvpac.org
Kerrville Performing Arts Society, Inc. Carolyn Carlisle	103 Medio Vista Kerrville, TX 78028	830-896-5727	carolyn@ktc.com
Kids Excel El Paso Gemtria St. Clair	2400 N. Oregon, Suite D El Paso, TX 79902	915-276-6944	gemtria@kids-excel.org
Kids Who Care (dba) Deborah Jung	1300 Gendy Street Fort Worth, TX 76107	817-737-5437	deborah@kidswhocare.org
Kitchen Dog Theater Tina Parker	3120 McKinney Ave. Dallas, TX 75204	214-953-2258	tina@kitchendogtheater.org
KOOP Radio (dba) Kim McC Carson	3823 Airport Blvd. Suite B Austin, TX 78722	512-472-1369	kim@koop.org
La Pena Cynthia Perez	227 Congress Ave Austin, TX 78701	210-432-9098	lapena@lapena-austin.org
Las Colinas Symphony Orchestra Deborah Hawkins	4322 N. Beltline Rd., Ste. 114B Irving, TX 75038	972-252-4800	execdirector@lascolinassymphony.org
Latino Cultural Center/City of Dallas Maria Munoz-Blanco	2600 Live Oak St. Dallas, TX 75204	214-670-0634	maria.munozblanco@dallascityhall.com
Lawndale Art Center Christine West	4912 Main Houston, TX 77002	713-528-5858	cwest@lawndaleartcenter.org
Live Oak Art Center Thomas Truchard	1014 Milam Columbus, TX 78934	979-732-8398	liveoakartcenter@sbcglobal.net
Lone Star Ballet Craig Henderson	3218 Hobbs Amarillo, TX 79109	806-372-2463	craig@lonestarballet.org
Lone Star Film Society Alec Jhangiani	2501 Forest Park Boulevard, Ste. 2	817-924-6000	alec@lonestarfilmssociety.com

	Ft. Worth, TX 76110		
Longview Symphony League Kaki Crim	300 N. Green Street Suite 426 Longview, TX 75601	903-236-9739	kakicrim@longviewsymphony.org
Louise Hopkins Underwood Center for the Arts Karen Wiley	511 Avenue K Lubbock, TX 79401	806-762-8606	karen.wiley@lhuca.org
Lubbock Arts Alliance Elizabeth Regner	1717 Texas Avenue Lubbock, TX 79401	806-744-2787	execdir@lubbockarts.org
Lubbock Symphony Orchestra Mary Jones Saathoff	601 Avenue K Lubbock, TX 79401	806-762-1688	msaathoff@lubbocksymphony.org
Madi Museum Dorothy Masterson	3109 Carllisle St. Dallas, TX 75204	214-855-7802	Dorothy@geometricmadimuseum.org
Magik Theatre Richard Rosen	420 S Alamo San Antonio, TX 78205	210-227-2751	rrosen@magiktheatre.org
Main Street Theater Rebecca Greene Udden	2540 Times Blvd. Houston, TX 77005	713-524-3622	artistic_director@mainstreettheater.com
Marfa Studio of Arts Ellie Meyer-Madrid	106 East San Antonio Marfa, TX 79843	432-729-4616	elenaadam@yahoo.com
Marshall Regional Arts Council Joyce Weekly	2501 East End Boulevard South Marshall, TX 75672	903-935-4484	jweekly@marshalltexas.net
Marshall Visual Arts Center/City of Marshall Brooks Little	208 East Burleson Marshall, TX 75670	903-938-9860	brookslittle@marshalltexas.net
McKinney Repertory Theatre Lisa Miller	111 N. Tennessee Street McKinney, TX 75069-4319	214-544-7522	mckinneyrep@att.net
Mercury Baroque Ensemble Deborah Lugo	3601 South Sandman, Suite 220 Houston, TX 77098	713-533-0080	dlugo@mercurybaroque.org
Mesquite Arts Council Michael Templeton	1527 N. Galloway Mesquite, TX 75149	972-216-6444	mtemplet@cityofmesquite.com
Mexic-Arte Museum Sylvia Orozco	419 Congress Austin, TX 78701	512-480-9373	director@mexic-artemuseum.org
Michelson Museum of Art Susan Spears	216 North Bolivar Marshall, TX 75670	903-935-9480	leomich@shreve.net
Midland Community Theatre Timothy Jebson	2000 W. Wadley Midland, TX 79705	432-682-2544	tim@mctmidland.org
Mid-Texas Symphony Patricia Schofield	1000 West Court Street, Jackson Auditorium Seguin, TX 78155	830-372-8089	mts@tlu.edu
Miller Theatre Advisory Board Cissy Segall Davis	6000 Hermann Park Dr. Houston, TX 77030	281-823-9103	csegall@milleroutdoortheatre.com
Mineola League of the Arts Jo Ellen West	200 West Blair Street Mineola, TX 75773	903-245-9188	mlota@sbcglobal.net
Modern Art Museum of Fort Worth (dba) Marla Price	3200 Darnell Street Fort Worth, TX 76107	817-840-2150	mprice@themodern.org
Motion Media Arts Center Erica Shamaly	1634 E. Cesar Chavez Austin, TX 78702	512-236-8877	erica@austinfilmsschool.org
Multicultural Education & Counseling Through the Arts Alice Valdez	1900 Kane Street Houston, TX 77007	713-802-9370	alicevaldez@yahoo.com
Museum of Fine Arts, Houston Gwendolyn H. Goffe	1001 Bissonnet Street Houston, TX 77005	713-639-7875	ggoffe@mfah.org
Museum of the Southwest Brian Whisenhunt	1705 W. Missouri Ave. Midland, TX 79701	432-683-2882	bwhisenhunt@museumsw.org
Museum of Western Art Foundation Valerie Olsen	1550 Bandera Highway Kerrville, TX 78028	830-896-2553	volsen@mowatx.com
Musical Bridges Around the World Anya Grokhovski	7904 Summit Circle San Antonio, TX 78256	210-464-1534	musbridges@hotmail.com
Musiqqa	1119 Waugh Drive, #1	713-524-5678	ginas@musiqahouston.org

Gina Stevens	Houston, TX 77019		
National Assoc. of Latino Arts & Culture Maria De Leon	1208 Buena Vista San Antonio, TX 78207	210-432-3982	maria@nalac.org
National Center for Children's Illustrated Literature Debbie Lillick	102 Cedar Abilene, TX 79601	325-673-4586	dlillick@nccil.org
Navarro Council of the Arts Leah Blackard	108 West 6th Avenue Corsicana, TX 75110	903-872-5411	ncart@sbcglobal.net
Odessa Council for the Arts & Humanities Carla Bryant	119 W 4th St. Odessa, TX 79761	432-337-1492	carla@odessaarts.org
Opera in the Heights Midge Claiborne	1703 Heights Boulevard Houston, TX 77008	713-410-0023	midge@operaintheheights.org
Orange Show Center for Visionary Art Lynette Wallace	2402 Munger Street Houston, TX 77023	713-926-6368	lynette@orangeshow.org
Orchestra of New Spain (dba) Grover Wilkins	10260 North Central Expressway, Suite 276 Dallas, TX 75231	214-750-1492	gw3@orchestraofnewspain.org
Orpheus Chamber Singers Donald Krehbiel	943 West Greenbriar Lane Dallas, TX 75208	214-342-8109	dkrehbiel@dallasuu.org
Panhandle Plains Historical Society Guy C. Vanderpool	2503 4th Avenue Canyon, TX 79015	806-651-2233	gcvanderpool@pphm.wtamu.edu
Plano Children's Theatre Sara Akers	1301 Custer Road, Suite 706 Plano, TX 75075	972-422-2575	sakers@planochildrenstheatre.org
Plano Symphony Orchestra Debbie Watson	5236 Tennyson Pkwy, Bldg 4, Ste 200 Plano, TX 75024	972-473-7262	dwatson@planosymphony.org
Pollyanna Theatre Company Judy Matetzschk-Campbell	3710 Cedar St. Suite 14 Austin, TX 78705	512-743-7966	Judy@pollytheatre.org
Progressive Arts Collective Lisa Byrd	1009 East 11th Street Suite 100 Austin, TX 78702	512-236-0644	lisa.byrd@proartsaustin.org
Project Row House Linda Shearer	2521 Holman Street Houston, TX 77004	713-526-7662	lshearer@projectrowhouses.org
Puerto Rican Folkloric Dance Ana Maria Maynard	701 Tillery Street Austin, TX 78702	512-251-8122	dance@prfdance.org
Refraction Arts Project Ron Berry	400-B W. Alpine Rd. Austin, TX 78704	512-569-6129	ron@fuseboxfestival.com
Repertory Company Theatre (RCT) Debra Carter	650 N Coit #2320 Richardson, TX 75080	972-690-5029	RCTtheatre@aol.com
Revels of Houston Peggy Curtis	5314 Paisley Houston, TX 77098	713-668-3303	pcurtis@revelshouston.org
Rice Design Alliance/Rice University Linda Sylvan	350 Allen Center, MS-166100 Main Street Houston, TX 77005	713-348-3288	sylvan@rice.edu
Richardson Symphony George Landis	2100 N Collins Blvd, Suite 310 Richardson, TX 75080	972-234-4195	glandis@richardsonsymphony.org
Rockport Center for the Arts Beverly Trifonidis	902 Navigation Circle Rockport, TX 78382	361-729-5519	beverly@rockportartcenter.com
Rover Dramawerks Carol Rice	521 J Place, Suite 629 Plano, TX 75074	214-587-3859	carol@roverdramawerks.com
Roy Lozano's Ballet Folklorico de Texas Michael Rowland	1928-C Gaston Place Dr. Austin, TX 78723	512-928-1111	Michael.p.Rowland@RLBFT.org
Rude Mechanicals Madge Darlington	2211-A Hidalgo St. Austin, TX 78702	512-560-0283	madge@rudemechs.com
Salvage Vanguard Theater Jenny Larson	2803 Manor Road Austin, TX 78722	512-474-7886	jenny@salvagevanguard.org
Sammons Center for the Arts Joanna St. Angelo	3630 Harry Hines Blvd. Dallas, TX 75219	214-520-7789	joanna@sammonsartcenter.org
San Angelo Civic Ballet Tara Rainey	15 W Beauregard Ave San Angelo, TX 76903	325-653-8877	trainey@sanangelocivicballet.org
San Angelo Cultural Affairs Council	36 East Twohig, Suite 200	325-653-6793	director@sanangeloarts.com

Daniel Makins	San Angelo, TX 76903		
San Angelo Museum of Fine Arts Howard Taylor	One Love Street San Angelo, TX 76903	325-653-3333	director@samfa.org
San Angelo Symphony Society Charlotte Lewis	36 W. Twohig Ave. San Angelo, TX 76903	325-658-5877	director@sanangelosymphony.org
San Anto Cultural Arts Jorge Pina	2120 El Paso San Antonio, TX 78207	210-226-7466	jorgepina@sananto.org
San Antonio Dance Umbrella William Lewis	106 Auditorium Circle Suite #105 San Antonio, TX 78205	210-212-6600	sadu@sadu.org
Sandra Organ Dance Company Sandra Organ Solis	333 S. Jensen Dr. Houston, TX 77003	713-225-0677	sorgansodc@aol.com
Say Si Jon Hinojosa	1518 South Alamo San Antonio, TX 78204	210-212-8666	jon@saysi.org
Schola Cantorum of Texas Archie Bailey	5218 Rufe Snow Dr. North Richland Hills, TX 76180	817-485-2500	archie_bailey@hotmail.com
Script Works Christina J Moore	719 Congress Ave. Austin, TX 78701	512-589-4055	christi@scriptworks.org
Serie Project Sam Coronado	6601 Felix Ave. Austin, TX 78741	512-385-3591	serie@serieproject.org
Several Dancers Core Sue Schroeder	1404 Allston Houston, TX 77008	713-862-5530	sues@COREdance.org
Shakespeare Festival of Dallas Raphael Parry	3630 Harry Hines Blvd., 3rd Floor Dallas, TX 75219	214-559-2778	rparry@shakespearedallas.org
Society for the Performing Arts June Christensen	Jesse H. Jones Hall 615 Louisiana St., Suite 100 Houston, TX 77002	713-632-8104	jchris@spahouston.org
South Texas Symphony Association Erle Hudson	200 S. 10th St., Ste. 104 McAllen, TX 78501	956-661-1615	exec@valleyorchestra.org
Southeast Texas Arts Council Sue Bard	700 North Street Beaumont, TX 77701	409-835-2787	director@setxac.org
Southwest Alternate Media Project Mary M. Lampe	1519 West Main Houston, TX 77006	713-522-8592	mmlampe@swamp.org
Southwest School of Art & Craft Paula Owen	300 Augusta San Antonio, TX 78205	210-224-1848	powen@swschool.org
Symphony Arlington Deborah Hawkins	224 N. Center St. Arlington, TX 76011	817-385-0484	gm@symphonyarlington.org
Symphony of Southeast Texas Craig Escamilla	4345 Phelan Blvd., Suite 105 Beaumont, TX 77707	409-892-2257	cescamilla@sost.org
Symphony of the Hills Association James Adams	2100 Memorial Blvd Kerrville, TX 78028	830-896-0574	info@symphonyofthehills.org
Symphony Society of San Antonio Jack Fishman	130 E. Travis St., Suite 550 San Antonio, TX 78205	210-554-1086	fishmanj@sasymphony.org
Talento Bilingue de Houston Cristy Jennings	333 S. Jensen Dr. Houston, TX 77003-1115	713-222-1213	cristy@tbhcenter.org
TAMUCC/Art Galleries Joe Pena	6300 Ocean Drive Corpus Christi, TX 78412	361-825-2386	joe.pena@tamucc.edu
TAMUCC/Communications Dept Bill Huie	6300 Ocean Drive Corpus Christi, TX 78412	361-825-5993	bill.huie@tamucc.edu
Tapestry Dance Company Acia Gray	2302 Western Trails Blvd. Austin, TX 78745	512-577-1635	Soulsfeet@aol.com
Teatro Dallas (dba) Cora Cardona	1331 Record Crossing Rd Dallas, TX 75235	214-689-6492	teatro@airmail.net
Teatro De Artes De Juan Seguin Vickie De La Rosa	921 W. New Braunfels St. Seguin, TX 78155	830-401-0232	teatrodeartes@yahoo.com
TeCo Theatrical Productions Teresa Coleman Wash	Bishop Arts Theater Center 215 South Tyler Street Dallas, TX 75208	214-948-0716	teresa@tecotheater.org
Tejas Storytelling Association	214 West Hickory	940-382-7014	tsa@tejasstorytelling.com

All Volunteer	Denton, TX 76201		
Temple Symphony Orchestra Rick Thomssen	100 East Adams Avenue, Suite 304 Temple, TX 76501	254-534-4101	Rick@TempleSymphony.org
Texarkana Regional Arts and Humanities Council Brian Goesl	321 West Fourth Street Texarkana, TX 75501	903-792-8681	bgoesl@trahc.org
Texarkana Symphony Orchestra Andrew Clark	315 Main Street Texarkana, TX 75501	870-773-3401	andrewtso@windstream.net
Texas Accountants and Lawyers for the Arts Lee Schnell	1540 Sul Ross Street Houston, TX 77006	713-526-4876	director@talarts.org
Texas Arts & Craft Educational Foundation Penni Carr	4000 Riverside Drive East Kerrville, TX 78028	830-896-5711	penni@tacef.org
Texas Ballet Theater Ben Stevenson	1600 Green Oaks Road Fort Worth, TX 76116-1713	877-828-9200x118	ben@texasballet.org
Texas Folklife Resources Nancy Bless	1317 South Congress Ave. Austin, TX 78704	512-441-9255	nbless@texasfolklife.org
Texas International Theatrical Arts Society Charles Santos	2100 Ross Avenue, Suite 650 Dallas, TX 75201	214-978-2852	csantos@titas.org
Texas Master Chorale Fether Harriet	309 Market Street, Suite I Tomball, TX 77375	281-351-9818	harrietfether@texasmasterchorale.org
Texas Medical Center Orchestra Daniel Musher	6336 Wakeforest Houston, TX 77005	713-794-7386	daniel.musher@va.gov
Texas Nonprofit Theatres Linda Lee	1300 Gendy Street Fort Worth, TX 76107	817-731-2238	tnt@texas theatres.org
Texas Panhandle Heritage Foundation Vince Hernandez	1514 5th Avenue Canyon, TX 79015-3830	806-655-2181	vhernandez@tphf.com
Texas Photographic Society D. Clarke Evans	6338 N New Braunfels # 174 San Antonio, TX 78209	210-824-4123	Clarke@texasphoto.org
Theatre Action Project Karen LaShelle	701 Tillery St. Box 9 Austin, TX 78702	512-466-3331	karen@theatreactionproject.org
Theatre Arlington Todd Hart	305 W. Main St. Arlington, TX 76010	817-261-9628	todd@theatrearlington.org
Theatre Company Blake Petty	725 East Villa Maria Space #29 Bryan, TX 77802	979-739-3774	blakepetty@yahoo.com
Theatre Three, Inc Jac Alder	2800 Routh Street, Suite 168 Dallas, TX 75201	214-871-3300	jac_alder@theatre3dallas.com
Theatre Under the Stars Frank M. Young	800 Bagby, Suite 200 Houston, TX 77002	713-558-2606	frank@tuts.com
Theatre, Inc. Billie Brown	10616 Galatea Place El Paso, TX 79924	915-821-0150	theatreinc@elp.rr.com
UH/Texas Music Festival Alan Austin	316 E. Cullen Bldg Houston, TX 77204-2015	713-743-3167	tmf@uh.edu
Undermain Theatre (dba) Katherine Owens	3200 Main St Dallas, TX 75226	214-747-1424	katherineowens@undermain.org
University of Houston/ Blaffer Gallery Claudia Schmuckli	4800 Calhoun Houston, TX 77004	713-743-9528	cschmuckli@uh.edu
University of Houston/KUHF Deborah Grotfeldt	4800 Calhoun Houston, TX 77004	713-743-8443	dgrotfeldt@kuhf.org
UNT Art Gallery Tracee Robertson	1200 W Mulberry St. Denton, TX 76201	940-369-8914	tracee.robertson@unt.edu
Upstart, Inc. Carolyn Banks	1800 Linda Street Bastrop, TX 78602	512-303-1531	cbanks@austin.rr.com
Urban 15 Group Catherine Cisneros	2500 S. Presa San Antonio, TX 78210	210-736-1500	urban15@dcc.com
USA Film Festival Ann Alexander	6116 N. Central Expressway, Suite 105 Dallas, TX 75206	214-821-6300	usafilmfestival@aol.com
UTEP/Art Galleries	500 W. University Avenue	915-747-7837	bonansin@utep.edu

Kate Bonansinga	El Paso, TX 79968		
UTEP/Office of Special Events & Union Programs Jorge Vazquez	500 W. University El Paso, TX 79968	915-757-5481	Vazquezj@utep.edu
UTSA/Art Galleries Scott Sherer	One UTSA Circle San Antonio, TX 78249	210-458-4402	scott.sherer@utsa.edu
Van Cliburn Foundation Alann Bedford Sampson	2525 Ridgmar Boulevard, Suite 307 Fort Worth, TX 76116	817-738-6536	asampson@cliburn.org
Victoria Bach Festival Association Nina Di Leo	1801 N. Laurent Suite 107 Victoria, TX 77901	361-570-5788	nina@victoriabachfestival.org
Victoria Symphony Society Michelle Hall	2112 North Navarro Victoria, TX 77901	806-543-6390	vsoexecdirector@sbcglobal.net
Video Association of Dallas Bart Weiss	4329 Belmont Ave Dallas, TX 75204	214-428-8700	bart@videofest.org
Virtuosi of Houston Zarine Boyce	303 Memorial City Mall, Ste. 235 Houston, TX 77024	713-807-0888	zmboyce@boycepower.com
Vive Les Arts Childrens Theater Eric Shephard	3401 S. WS Young Drive Killeen, TX 76542	254-526-9090	artistic@vlatheatre.com
Vive Les Arts Societe Eric Shephard	3401 South W.S. Young Drive Killeen, TX 76542	254-526-9090	artistic@vlatheatre.com
Voices Breaking Boundaries Sehba Sarwar	1119 Waugh Dr #3 Houston, TX 77019	713-524-7821	sehba@vbbarts.org
Vortex Repertory Company Bonnie Cullum	2307 Manor Rd Austin, TX 78722	512-478-5282	bonnie@vortexrep.org
VSA Arts of Texas Celia Hughes	3710 Cedar Street Room 126 Austin, TX 78705	512-454-9912	celia@vsatx.org
Waco Symphony Association, Inc. Susan Taylor	600 Austin Avenue, Suite 10St. Charles Place Waco, TX 76701	254-754-1165	exdir@wacosymphony.com
WaterTower Theatre Terry Martin	15650 Addison Road Addison, TX 75001	972-450-6227	tmartin@watertowrtheatre.org
Wichita Falls Symphony Orchestra Janel Ponder-Smith	1300 Lamar Wichita Falls, TX 76301	940-723-6202	wfso@sbcglobal.net
Women's Chorus of Dallas Melinda Imthurn	3630 Harry Hines, Ste. 210 Dallas, TX 75219	214-520-7828	melinda@twcd.org
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Writers In The Schools Robin Reagler	1523 West Main Street Houston, TX 77006	713-523-3877	rreagler@witshouston.org
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Young Audiences Inc. of Houston J. Todd Frazier	4550 Post Oak Place, Suite 230 Houston, TX 77027	713-520-9267	todd@jtoddfrazier.com
Young Audiences of Northeast Texas Amy Baskin	200 E. Amherst Tyler, TX 75701	903-561-2787	exec@yanetexas.org
Young Audiences of Southeast Texas Stacie Jannise	700 North Street, Suite G Beaumont, TX 77701	409-835-3884	yasetx@aol.com
Youth Orchestras of San Antonio Steven Payne	106 Auditorium Circle, Ste. 130 San Antonio, TX 78205	210-737-0097	spayne@yosa.org
Zachary Scott Theatre Center Dave Steakley	1510 Toomey Road Austin, TX 78704	512-476-0594	dave@zachttheatre.org
Zilker Theatre Productions Kate Hix	P.O. Box 685093 Austin, TX 78701	512-680-2702	katehix08@gmail.com

INTERAGENCY, STATE, OR NATIONAL ASSOCIATIONS
(that serve as an information clearinghouse or regularly interact with your agency)

Group or Association Name/		
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The President's Committee on Arts & Humanities, Rachel Goslins	1100 Pennsylvania Avenue, NW Suite 526 Washington, DC 20506	202-682-5409	pcah@pcah.gov
Americans for the Arts, Robert L. Lynch	1000 Vermont Ave. NW Washington, DC 20005	202-371-2830	r.lynych@artsusa.org
Mid-America Arts Alliance, Mary Kennedy McCabe	1218 Baltimore Avenue Kansas City, MO 64108	816-421-1388	mary@maaa.org

LIAISONS AT OTHER STATE AGENCIES

(with which your agency maintains an ongoing relationship, e.g., the agency's assigned analyst at the Legislative Budget Board, or attorney at the Attorney General's office)

Agency Name/Relationship/ Contact Person	Address	Telephone	E-mail Address
Office of the Attorney General, Joe H. Thrash	PO Box 12548 Austin, TX 78711	512-475-4685	Joe.Thrash@oag.state.tx.us
Legislative Budget Board, Lena Conklin	PO Box 12666 Austin, TX 78711	512-463-8524	Lena.Conklin@lbb.state.tx.us
Office of the Governor, Budget, Planning and Policy, Ed Robertson	PO Box 12428 Austin, TX 78611	512-463-1797	erobertson@governor.state.tx.us
Comptroller of Public Accounts, Sarah Clawson	PO Box 13528 Austin, TX 78711	512-475-0115	sarah.clawson@cpa.state.tx.us
Texas Dept. of Licensing & Regulation, William H. Kuntz	PO Box 12157 Austin, TX 78711	512-463-0010	William.kuntz@license.state.tx.us
Texas Department of Public Safety, Tela Mange	5805 North Lamar Austin, TX 78752	512-424-2134	tela.mange@txdps.state.tx.us
Office of the Governor Economic Development & Tourism, Julie Chase	P. O. Box 12428 Austin, TX 78711	512-936-0209	jchase@governor.state.tx.us
Office of the Governor, Film, Television and Multimedia, Evan Fitzmaurice	PO Box 12428 Austin, TX 78711	512-463-9200	film@governor.state.tx.us
Office of the Governor, Music Office, Casey J. Monahan	PO Box 12428 Austin, TX 78711	512-463-6666	music@governor.state.tx.us
Texas Department of Agriculture, Mary York	1700 N. Congress Austin, TX 78701	512-463-8289	mary.york@texasagriculture.gov
Texas Historical Commission, Terry Colley	1511 Colorado Austin, TX 78701	512-463-4581	terry.colley@thc.state.tx.us
Texas Parks and Wildlife Department, Lydia Saldaña	4200 Smith School Road Austin, TX 78744	512-389-4574	lydia.saldana@tpwd.state.tx.us
Texas Dept. of Transportation, Jerral Wyer	105 E. Riverside Austin, TX 78704	512-468-5900	jwyer@dot.state.tx.us
Texas Education Agency, Debbie Graves Ratcliffe	1701 N. Congress Austin, TX 78701	512-463-9000	teainfo@tea.state.tx.us
Texas A&M University Department of Park, Recreation and Tourism Sciences, Miles Phillips	AGLS Building 433 College Station, TX 77843	979-845-1023	mdphillips@ag.tamu.edu

Texas General Land Office, D'Anne Stiles	P. O. Box 12874 Austin, TX 78711	512-463-6740	danne.stites@glo.state.tx.us
Texas State Preservation Board, John Sneed	201 East 14 th Austin, TX 78701	512-463-5495	john.sneed@tspb.state.tx.us
Texas Cultural Trust, Amy Barbee	823 Congress Ave., Suite 650 . Austin, TX 78701	512-478-5289	abarbee@txculturaltrust.org
Texans for the Arts, Michael Burke	PO Box 667395 Houston, TX 77266-7395	512-922-0603	mburketfa@gmail.com
Texas PTA, Terri Bieber	408 West 11th Street Austin, Texas 78701-2113	512-476-6769	t.bieber@artreachonline.org

XI. Additional Information

- A. Fill in the following chart detailing information on complaints regarding your agency. Do not include complaints received against people or entities you regulate. The chart headings may be changed if needed to better reflect your agency's practices.

Texas Commission on the Arts (813)		
Exhibit 16: Complaints Against the Agency C Fiscal Years 2009 and 2010		
	FY 2009	FY 2010
Number of complaints received	0	0
Number of complaints resolved		
Number of complaints dropped/found to be without merit		
Number of complaints pending from prior years		
Average time period for resolution of a complaint		

B. Fill in the following chart detailing your agency's Historically Underutilized Business (HUB) purchases.

Texas Commission on the Arts (813)				
Exhibit 17: Purchases from HUBs				
FISCAL YEAR 2008				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction				11.9%
Building Construction				26.1%
Special Trade				57.2%
Professional Services				20.0%
Other Services	\$418,954	\$104,315	24.8%	33.0%
Commodities	\$29,421	\$4,465	15.1%	12.6%
TOTAL	\$448,376	\$108,781	24.2%	
FISCAL YEAR 2009				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction				11.9%
Building Construction				26.1%
Special Trade				57.2%
Professional Services				20.0%
Other Services	\$301,333	\$66,047	21.9%	33.0%
Commodities	\$27,988	\$5,494	19.6%	12.6%
TOTAL	\$329,322	\$71,542	21.7%	
FISCAL YEAR 2010				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction				11.9%
Building Construction				26.1%
Special Trade				57.2%
Professional Services				20.0%
Other Services	\$261,489	\$220	.84%	33.0%
Commodities	\$17,035	\$2,899	17.0%	12.6%
TOTAL	\$278,405	\$3,119	1.12%	

C. Does your agency have a HUB policy? How does your agency address performance shortfalls related to the policy? (Texas Government Code, Sec. 2161.003; TAC Title 34, Part 1, rule 20.15b)

Texas Commission on the Arts is a very small agency and the majority of our annual appropriation is expended as grants. The agency uses the statewide goals as our benchmarks.

D. For agencies with contracts valued at \$100,000 or more: Does your agency follow a HUB subcontracting plan to solicit bids, proposals, offers, or other applicable expressions of interest for subcontracting opportunities available for contracts of \$100,000 or more? (Texas Government Code, Sec. 2161.252; TAC Title 34, Part 1, rule 20.14)

Texas Commission on the Arts does not have any contracts for \$100,000 or more.

E. For agencies with biennial appropriations exceeding \$10 million, answer the following HUB questions.

	Response / Agency Contact
1. Do you have a HUB coordinator? (Texas Government Code, Sec. 2161.062; TAC Title 34, Part 1, rule 20.26)	Yes – Katy Jennings
2. Has your agency designed a program of HUB forums in which businesses are invited to deliver presentations that demonstrate their capability to do business with your agency? (Texas Government Code, Sec. 2161.066; TAC Title 34, Part 1, rule 20.27)	No. Our agency is very small and the majority of our appropriation goes out as grants.
3. Has your agency developed a mentor-protégé program to foster long-term relationships between prime contractors and HUBs and to increase the ability of HUBs to contract with the state or to receive subcontracts under a state contract? (Texas Government Code, Sec. 2161.065; TAC Title 34, Part 1, rule 20.28)	No. Our agency is very small and the majority of our appropriation goes out as grants.

F. Fill in the chart below detailing your agency’s Equal Employment Opportunity (EEO) statistics.¹

Texas Commission on the Arts (813)							
Exhibit 18: Equal Employment Opportunity Statistics							
FISCAL YEAR 2008							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %

¹ The Service/Maintenance category includes three distinct occupational categories: Service/Maintenance, Para-Professionals, and Protective Services. Protective Service Workers and Para-Professionals are no longer reported as separate groups. Please submit the combined Service/Maintenance category totals, if available.

Officials/Administration	2	0%	6.6%	5.26%	14.2%	5.26%	37.3%
Professional	10	5.26%	8.3%	5.26%	13.4%	47.37%	53.2%
Technical	2	0%	12.4%	5.26%	20.2%	0%	53.8%
Administrative Support	4	0%	11.2%	0%	24.1%	21.05%	64.7%
Service Maintenance	1	5.26%	13.8%	0%	40.7%	5.26%	39.0%
Skilled Craft	0	0%	6.0%	0%	37.5%	0%	4.8%
FISCAL YEAR 2009							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	2	0%	9.0%	5.88%	23.7%	5.88%	38.8%
Professional	9	11.76%	11.7%	5.88%	19.9%	41.18%	54.5%
Technical	2	0%	17.0%	5.88%	27.0%	0%	55.6%
Administrative Support	4	0%	13.2%	0%	31.9%	23.53%	66.2%
Service/Maintenance	0	0%	12.8%	0%	44.8%	0%	39.7%
Skilled Craft	0	0%	5.1%	0%	46.9%	0%	5.1%
FISCAL YEAR 2010							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	2	0%	7.5.0%	5.56%	21.17%	5.56%	37.5%
Professional	10	11.11%	9.7%	5.56%	18.8%	38.89%	53.3%
Technical	2	0%	13.9%	5.56%	27.1%	0%	53.9%
Administrative Support	4	0%	12.7%	0%	31.9%	22.22%	67.1%
Service/Maintenance	0	0%	14.4%	0%	49.9%	0%	39.1%
Skilled Craft	0	0%	6.6%	0%	46.3%	0%	6.0%

G. Does your agency have an equal employment opportunity policy? How does your agency address performance shortfalls related to the policy?

TCA does have an equal Employment Opportunity Policy in our personnel manual and an Affirmative Action Plan.

XII. Agency Comments

Provide any additional information needed to gain a preliminary understanding of your agency.

Since TCA's last review by the Sunset Commission, new Commissioners and a new executive leadership have assumed management positions at the agency. The agency has undergone major changes related to transparency, grants processes, and accountability. The current administration has worked hard to assure that TCA is responsive to the legislature and the citizens of Texas and looks forward to continuing to impact the creative industries in Texas through its unique role in Texas state government.

ATTACHMENTS

Submit the following supplemental data or documents with the hard copy of the Self-Evaluation Report. Label each attachment with its number (e.g., Attachment 1). As part of the electronic version, attach a list of items submitted, but do not attach the actual documents to the electronic submission.

Attachments Relating to Key Functions, Powers, and Duties
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1. A **copy** of the agency's enabling statute.
 - A. Texas Government Code – Chapter 444: Texas Commission on the Arts

2. A **copy** of each annual report published by the agency from FY 2006 – 2010.
 - A. FY 2006 TCA Annual Report
 - B. FY 2007 TCA Annual Report
 - C. FY 2008 TCA Annual Report
 - D. FY 2009 TCA Annual Report
 - E. FY 2010 TCA Annual Report

3. A **copy** of each internal or external newsletter published by the agency from FY 2009 – 2010.
 - A. Arts Texas Newsletter – Fall 2008
 - B. Arts Texas Newsletter – Winter 2008
 - C. Arts Texas Newsletter – Spring 2009
 - D. Arts Texas Newsletter – Summer 2009
 - E. Arts Texas Newsletter – Fall 2009
 - F. Arts Texas Newsletter – Winter 2009
 - G. Arts Texas Newsletter – Spring 2010
 - H. Arts Texas Newsletter – Summer 2010

4. A **list** of publications and brochures describing the agency.
 - A. List of Publications and Brochures for the Texas Commission on the Arts

5. A **list** of studies that the agency is required to do by legislation or riders.
 - A. List of Studies from Other States, Federal Government, or National groups and Associations that Relate to the Functions of Texas Commission on the Arts

6. A **list** of legislative or interagency studies relating to the agency that are being performed during the current interim.
 - N/A

7. A **list** of studies from other states, the federal government, or national groups/associations that relate to or affect the agency or agencies with similar duties or functions.
 - N/A

Attachments Relating to Policymaking Structure

8. Biographical information (e.g. education, employment, affiliations, and honors) or resumes of all policymaking body members.
 - A. Biographical Information on Commissioners for the TCA

9. A **copy** of the agency's most recent rules.
 - A. Texas Administrative Code – Chapters 31, 32, and 35

Attachments Relating to Funding
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10. A **copy** of the agency's Legislative Appropriations Request for FY 2012 – 2013.
 - A. TCA Legislative Appropriations Request FY 2012-2013

11. A **copy** of each annual financial report from FY 2008 – 2010.
 - A. TCA Annual Financial Report FY 2008
 - B. TCA Annual Financial Report FY 2009
 - C. TCA Annual Financial Report FY 2010

12. A **copy** of each operating budget from FY 2009 – 2011.
 - A. TCA Operating Budget FY 2009
 - B. TCA Operating Budget FY 2010
 - C. TCA Operating Budget FY 2011

Attachments Relating to Organization

13. If applicable, a map to illustrate the regional boundaries, headquarters location, and field or regional office locations.
 - N/A

Attachments Relating to Agency Performance Evaluation

14. A **copy** of each quarterly performance report completed by the agency in FY 2008 – 2010.
 - A. TCA Performance Measures Report FY 2008
 - B. TCA Performance Measures Report FY 2009
 - C. TCA Performance Measure Report FY 2010

15. A **copy** of any recent studies on the agency or any of its functions conducted by outside management consultants or academic institutions.
 - A. Update: Impact of Arts and Culture Industries of Texas by the Texas Cultural Trust, Spring 2011
 - B. Texas Cultural Districts Program: Indicators for Measuring Success by the Texas Cultural Trust, Fall 2010

16. A **copy** of the agency's current internal audit plan.

N/A

17. A **copy** of the agency's current strategic plan.
 - A. Texas Commission on the Arts Strategic Plan 2011 – 2015

18. A **list** of internal audit reports from FY 2007 – 2011 completed by or in progress at the agency.

N/A

19. A **list** of State Auditor reports from FY 2007 – 2011 that relate to the agency or any of its functions.
 - A. SAO Reports for the Texas Commission on the Arts

20. A **copy** of any customer service surveys conducted by or for your agency in FY 2010.
 - A. May 2010 TCA Customer Service Survey